

## Student's Responsibilities of Learning

Appreciate the institutional goals and objectives and contribute to their realisation by participating in relevant institutional activities.

- Have a clear knowledge of the programmes, admission policies, rules and regulations of the institution.
- Understand the teaching-learning strategies and evaluation systems of the institution.
- Follow the time schedules, rules and regulations of the institution.
- Undertake regular and intense study of learning materials.
- Make optimum use of the learning resources and other support services available in the institution.
- Prepare for continuous internal assignments and term-end examinations.
- Give feedback for system improvement.
- Have faith and ability to pursue life-long learning.
- Live as worthy alumni of the institution.

॥ सरस्वतीं देवयन्तो हवन्ते ॥



**Faculty of Management Studies**  
Janardan Rai Nagar Rajasthan Vidyapeeth (Deemed) University  
(NAAC Accredited A Grade University)

Airport Road, Pratap Nagar, Udaipur - 313001 (Rajasthan)  
Phone No. : 0294-3296232



(Since 1996)



**Session - 2017-19**  
**Master of Business Administration (MBA)**

॥ सरस्वतीं देवयन्तो हवन्ते ॥



## **Faculty of Management Studies**

**Janardan Rai Nagar Rajasthan Vidyapeeth (Deemed) University  
(NAAC Accredited A Grade University)**

(Since 1996)



## **PROGRAM STRUCTURE**

(2017-19)

**Based on Choice Based Credit System  
Master of Business Administration  
Master of Business Administration - HRD  
(Human Resource Management)**

**Airport Road, Pratap Nagar, Udaipur - 313001 (Rajasthan)  
Phone No. : 0294-3296232**

## Choice Based Credit System (CBCS):

The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses). In CBCS system there is a shift in focus from teacher-centric to learner-centric education. Emphasis is on studying/learning and not on teaching, with the learner being at the centre stage of academic transactions.

### The norms for course credits are as follows:

**Lectures/Tutorials** - One hour per week is assigned one credit  
**Practical** - 02 hour session per week is assigned one credit

**For example:** A Theory course with a L-T-P schedule of 2-1-0 will be assigned 3 credits

L	T	P	C
2	1	0	3

A laboratory practical course with a L-T-P schedule of 0-0-2 will be assigned 1 credits

L	T	P	C
0	0	2	1

### Outline of Choice Based Credit System:

1. **Generic Core Course** : This is the course which is to be compulsorily studied by a student as a core requirement to complete the requirement of a programme.

2. **Generic Elective Course** : Generally a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 **Discipline Specific Elective (DSE) Course** : Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of interdisciplinary nature

(to be offered by main discipline/subject of study).

2.2 **Dissertation/Project** : An elective course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member is called dissertation/project.

Dissertation offers an opportunity to a student to explore a topic in depth in an area of special interest to the student. The dissertation comprises an investigation together with written report and interpretation thereof, of a subject accepted and approved by a member of the faculty . It may be a case study , a study of policy problem , a historic study , development of new method , comparison of two or more methods , formulation and creating a hypothesis . It may be field/ Library based or both

### A Broad framework for Dissertation report is suggested below:

- (I) Problem formulation
- (II) Research Methodology
- (III) Sample frame and surveys (where applicable)
- (IV) Literature Survey
- (V) Analysis of the problem (Data)
- (VI) Recommendation and implication with justification ( where applicable)
- (VII) Bibliography and citations
- (VIII) Limitation and scope for future research.

Two copies of the dissertation must be submitted to the office. The students are requested to make a presentation on their dissertation report in a seminar. Dissertation has to be done under the supervision of faculty member.

2.3 **Open Elective (OE) Course** : An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective. P.S.: A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be

referred to as Open Elective.

A candidate has to acquire a minimum of 27 credits per semester to complete one semester.

Maximum Credits shall not exceed 31 per semester i.e. total 124 for full MBA programme.

**Additional Course** : A Student is allowed to take additional elective course(s) up to a maximum of 4 credits. These courses will be open and above the minimum requirement of 27 credits and shall be mentioned in grade sheet.

The grade obtained in additional course will not be used for the purpose of award of degree and will not be included in CGPA.

### **Evaluation System and Rules for Choice Based Credit System (CBCS)**

1. A candidate is required to obtain at least 40% marks in each theory paper and 40% in practical and 50% marks in total aggregate wherever prescribed for the scheme of the examination.
2. Candidates who have been declared failed in the previous examination but have passed in at least 50% of the total papers, obtaining marks in each paper in accordance with the rules given herein under shall be eligible to reappear in failing paper along with the higher class or in the subsequent examination as the case may be.
  - a) For reckoning 50 % of the papers, practical is included and will be considered as one, and where the numbers of papers are in odd figures, 50% of the papers will be reckoned to the higher/ next rounded figure.
  - b) A candidate failing either in written paper or in dissertation or viva-voce shall be required to reappear in a subsequent year only that part in which he/ she has failed.
3. A candidate, who does not get covered under above rules, will be deemed to have failed in the examination and can repeat the examination as per the scheme of the examination in force.

4. There will be no provision for re-evaluation of the answer books, however, re totaling is permitted as per university rules. Application for scrutiny of marks or re-totalling should be submitted to the controller of exams on plain paper along with the requisite fees according to the university rules within 20 days from the date of declaration of the result .It is permissible in theory paper only. Original mark sheet should be enclosed with application.
5. University will have the right to change the rules without any prior information.  
In case any mistake is detected in the mark sheet, after it has been issued, the university will have right to call it back and issue a fresh one in its place.
6. Internal Marks: 30 End terms exam Marks: 70 Total Marks: 100  
Internal marks are based on Presentation, Assignment, quiz, Attendance and Mid Term examination.

There shall be three sections in the question paper (70 Marks End term exam)

#### **Section - A - 10 questions (10x1=10 Marks)**

**Word Limit 25 words.**

#### **Section - B - 4 out of 6 questions (4x10=40 Marks)**

**Word Limit 250 words**

#### **Section - C = Case Study (20 Marks)**

## Framework for Programme Structure & Curriculum

### Programme Title: MBA

**Duration of the program (in years) : 2**

**Level -PG**

**Semesters: 4**

**Programme Description :** The Master of Business Administration degree (MBA) is a two years program designed to develop students from business and non business background to attain proficiency in their knowledge base. The objective of the programme is to provide students with necessary skills to identify and research complex issues in the field of management.

**Programme Objectives :** The students develop an outlook towards the functional areas of management with an ability to critically analyse the various operational facts of an organisation.

The programme would enhance the following in students

- To strive for excellence by instilling in our students the attitude to lead and change through the ability of continuous learning
- Develop business perspectives for analyzing contemporary business practices
- Develop competencies for inquiring into business structure, culture and values existing in Indian society
- Develop sensitivity to business issues and their educational implications statistical findings
- Develop critical thinking skills and inculcate spirit of life-long learning

## SEMESTER- I

S. No	Generic Core Courses	Course Type	L	T	P	Credit Units	Max. Marks
MBA- 101	Principles and Practice of Management	GCC	3	1	0	4	100
MBA- 102	Accounting for Managers	GCC	3	1	0	4	100
MBA- 103	Managerial Economics	GCC	3	1	0	4	100
MBA- 104	Statistical Methods for Management	GCC	3	1	0	4	100
MBA- 105	Marketing Management	GCC	3	1	0	4	100
MBA- 106	Computer Applications in Management	GCC	2	0	2	3	100
MBA- 107	Indian Ethos and Values	GCC	2	1	0	3	100
MBA- 108	Case Analysis Of a Company : Project Report Preparation and Viva-Voce	GCC	0	0	0	1	100
Total Credits						27	
<b>Generic Elective Courses</b>							
MBA -109	MS Office Lab	GEC	0	0	2	1	50
MBA- 110	Business, Government and Society	GEC	0	0	2	1	50
MBA- 111	English Communication	AEC	1	1	0	2	50
<b>Open Elective Courses</b>							
MSW-103	Personality Development and Human Behavior	OE	3	1	0	4	100
MCA-PG-13	Internet and Web Programming	OE	3	1	0	4	100
MH- 103	Business Communication	OE	3	1	0	4	100

**SEMESTER- II**

Course Code	Generic Core Courses	Course Type	L	T	P	Credit Units	Max Marks
MBA- 201	Organisational Behaviour	GCC	3	1	0	4	100
MBA- 202	Quantitative Techniques in Management	GCC	3	1	0	4	100
MBA- 203	Financial Management	GCC	3	1	0	4	100
MBA- 204	Production and Operations Management	GCC	2	1	0	3	100
MBA- 205	Research Methodology	GCC	3	1	0	4	100
MBA- 206	Human Resource Management	GCC	3	1	0	4	100
MBA- 207	Environment and Management	GCC	2	1	0	3	100
MBA- 208	Balance Sheet Analysis : Project Report Preparation Project Viva	GCC	0	0	0	1	100
	Total Credits					27	
<b>Generic Elective Courses</b>							
MBA- 209	Statistical Software Lab	GEC	0	0	4	2	50
MBA- 210	Macro Economics	GEC	2	0	0	2	50
MBA- 211	Business Mathematics	AEC	2	0	0	2	50
<b>Open Elective Courses</b>							
MSW202	Administration of social Welfare Organization and Social Policy	OEC	3	1	0	4	100
MCA-PGD-21	Data Base Management System	OEC	3	1	0	4	100
MBA- 212	Fundamentals of Entrepreneurship and New Ventu Fre planning	OEC	2	0	0	2	50

**SEMESTER III**

	PAPER CODE	Generic Core Courses	Course Type	L	T	P	Credit Units	Max Marks
Comp. Paper	MBA- 301	Business Policy and Strategic Analysis	GCC	3	1	0	4	100
Comp. Paper	MBA- 302	Management Information System	GCC	3	1	0	4	100
Comp. Paper	MBA- 303	Business Legislation	GCC	3	1	0	4	100
	MBA-313	Summer Internship Project : Report Preparation Report Viva-Voce	GCC	0	0	0	3	200
Electives		SPECIALIZATION - I (Major)	SEC	3	1	0	4	100
Electives		SPECIALIZATION - II (Major)	SEC	3	1	0	4	100
Electives		Subject Elective -III (Minor)	SEC	3	1	0	4	100
		Total Credits					27	

**Specializations Offered (Subject Electives):-**

1. Marketing Specialization		2. Human Resource Management		3. Finance	
Course Code	Subject Title	Course Code	Subject Title	Course Code	Subject Title
MBA- 304-A	International Marketing	MBA- 305-A	Management of Industrial Relations	MBA- 306-A	Management of Financial Services
MBA- 304-B	Sales and Distribution Management	MBA- 305-B	Organisation Development	MBA- 306-B	Security Analysis & Investment Management
4. Information Technology		5. Production & Operations Management		6. Retail Management	
Course Code	Subject Title	Course Code	Subject Title	Course Code	Subject Title
MBA- 307-A	Security and Control Information System	MBA-308-A	Logistics Management	MBA- 309-A	Supply Chain Management
MBA- 307-B	Enterprise Resource Planning	MBA-309-B	Production Planning & Control	MBA- 309-B	Retail Management
7. International Business		8. Agri. - Business		9. Family Business Management	
Course Code	Subject Title	Course Code	Subject Title	Course Code	Subject Title
MBA-310-A	Global dimensions and Logistic Management	MBA- 311-A	Environment & Agri Business Management	MBA – 312-A	Fundamental of Entrepreneurship
MBA-310-A	International Business – Theory and Practice	MBA – 311-B	Agriculture & Rural Marketing	MBA – 312-B	Succession Planning and Management

Specialization	Course Code	Subject Elective Courses	Course Type	L	T	P	Credit Units	Max Marks
Marketing	MBA 304-A	International Marketing	SEC	3	1	0	4	100
	MBA 304-A	Sales and Distribution Management	SEC	3	1	0	4	100
Human Resource Mngt.	MBA 305-B	Management of Industrial Relations	SEC	3	1	0	4	100
	MBA 305-B	Organisation Development	SEC	3	1	0	4	100
Finance	MBA 306-A	Management of Financial Services	SEC	3	1	0	4	100
	MBA 306-B	Security Analysis & Investment Management	SEC	3	1	0	4	100
Information Technology	MBA 307-A	Security and Control Information System	SEC	3	0	2	4	100
	MBA 307-B	Enterprise Resource Planning	SEC	3	1	0	4	100
Production & Operations Mngt.	MBA 308-A	Logistics Management	SEC	3	1	0	4	100
	MBA 308-B	Production Planning & Control	SEC	3	1	0	4	100
Retail Management	MBA 309-A	Supply Chain Management	SEC	3	1	0	4	100
	MBA 309-B	Retail Management	SEC	3	1	0	4	100
International Business	MBA 310-A	Global dimensions and Logistic Management	SEC	3	1	0	4	100
	MBA 310-B	International Business – Theory and Practice	SEC	3	1	0	4	100
Agri Business	MBA 311-A	Environment & Agri Business Management	SEC	3	1	0	4	100
	MBA 311-B	Agri Business & Rural Marketing	SEC	3	1	0	4	100
Family Business Management	MBA 312-A	Fundamental of Entrepreneurship	SEC	3	1	0	4	100
	MBA 312-B	Succession Planning and Management	SEC	3	1	0	4	100
<b>Open Elective Courses</b>								
	MSW-306	Gender Studies	OEC	3	1	0	4	100
	MCA-34	Data Communications and Networks	OEC	3	1	0	4	100
	MH-304	Training and Development	OEC	3	1	0	4	100

**SEMESTER- IV**

	Course Code	Generic Core Courses	Course Type	L	T	P	Credit Units	Max Marks
Comp. Paper	MBA- 401	Corporate Planning and Strategic Management	GCC	3	1	0	4	100
	MBA-402	Startup & New Venture Management	GCC	4	1	0	5	100
	MBA-412	Sectorial Research Project : Project Report Preparation Project Presentation Viva-Voce	GCC	0	0	0	6	200
Electives		SPECIALIZATION - I (Major)	SEC	3	1	0	4	100
Electives		SPECIALIZATION - II (Major)	SEC	3	1	0	4	100
Electives		Subject Elective -III (Minor)	SEC	3	1	0	4	100
		Total Credits					27	

**Specializations Offered (Subject Electives):-**

1. Marketing Specialization		2. Human Resource Management		3. Finance	
Course Code	Subject Title	Course Code	Subject Title	Course Code	Subject Title
MBA- 403- A	Advertising & Brand Management	MBA- 404- A	Compensation & Labour Welfare	MBA- 405-A	Derivative Securities and Regulatory Framework
MBA-403- B	Marketing Channels	MBA- 404- B	Human Resource Development	MBA- 405-B	Project Planning, Analysis & Management
4. Information Technology		5. Production & Operations Management		6. Retail Management	
Course Code	Subject Title	Course Code	Subject Title	Course Code	Subject Title
MBA-406- A	Application Development Using Oracle	MBA-407- A	Total Quality Management	MBA- 408-A	Space & Brand Management
MBA-406- B	System Analysis and Design	MBA-407- B	Material Management	MBA- 408-B	E-Commerce & E-Retailing
7. International Business		8. Agri. - Business		9. Family Business Management	
Course Code	Subject Title	Course Code	Subject Title	Course Code	Subject Title
MBA-409-A	International Business Environment	MBA-410-A	Financial Management for Agri Business	MBA- 411-A	Government & Business
MBA-409-B	Global Trade: Procedures & Documentation	MBA-410-B	Food Process Management	MBA- 411-B	COMPETITIVE STRATEGY AND MANAGEMENT OF FAMILY BUSINESS PORTFOLIO

Specialization	Course Code	Subject Elective Courses	Course Type	L	T	P	Credit Units	Max Marks
Marketing	MBA- 403-A	Advertising & Brand Management	SEC	3	1	0	4	100
	MBA-403-B	Marketing Channels	SEC	3	1	0	4	100
Finance	MBA- 404-A	Derivative Securities and Regulatory Framework	SEC	3	1	0	4	100
	MBA- 404-B	Project Planning, Analysis & Management	SEC	3	1	0	4	100
Human Resource Mngt.	MBA- 405-A	Compensation & Labour Welfare	SEC	3	1	0	4	100
	MBA- 405-B	HRD: Approaches and Strategies	SEC	3	1	0	4	100
Information Technology	MBA-406-A	Application Development Using Oracle	SEC	3	1	0	4	100
	MBA-406-B	System Analysis and Design	SEC	3	1	0	4	100
Production & Operations Mngt.	MBA-407-A	Total Quality Management	SEC	3	1	0	4	100
	MBA-407-B	Material Management	SEC	3	1	0	4	100
Retail Management	MBA- 408-A	Space & Brand Management	SEC	3	1	0	4	100
	MBA-408-B	E-Commerce & E-Retailing	SEC	3	1	0	4	100
International Business	MBA-409-A	International Business Environment	SEC	3	1	0	4	100
	MBA-409-B	Global Trade: Procedures & Documentation	SEC	3	1	0	4	100
Agri Business	MBA-410-A	Financial Management for Agri Business	SEC	3	1	0	4	100
	MBA-410-B	Food Process Management	SEC	3	1	0	4	100
Family Business Mgmt.	MBA-411-A	Government & Business		3	1	0	4	100
	MBA-411-B	Competitive Strategy and Management of Family Business Portfolio		3	1	0	4	100
		<b>Open Elective Course</b>						
	MSW-434	Management of Human Service Organization	OEC	3	1	0	4	100
	MCA-42	ERP and E Business	OEC	3	1	0	4	100
	MH-404	Cross Cultural and Diversity Management	OEC	3	1	0	4	100

**Course Title :****PRINCIPLES AND PRACTICE OF MANAGEMENT****Course Code : MBA-101****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	60	100

**Course Objectives :**

To enable the students to:

- Understand the meaning and need for principles of management
- Make the students understand the contemporary practices of management.
- Highlight professional challenges that manager face in various organizations.  
Discuss and apply emerging ideas and practices in the field of management.
- Identify various techniques of management, and appropriate contexts for their use.
- To develop analytical abilities and exploit gainful business opportunities through planning, organizing, directing and controlling.
- Apply management skills and knowledge in a realistic environment

**Pre-requisites :** Understanding of principles of management and how to use it practically.**Unit-I : Introduction of principles of management : 09 Credit****1.1 Basic Concepts of management :** Definition -Nature, Need and Scope of Management**1.2 Approaches of Management :** Behavioral, Scientific, Systems, and Contingency approaches**1.3 Managerial Competences :** Management Process, Management roles - interpersonal , information ,decisional

roles, Managerial Skills- technical, human, conceptual skills,

**Unit-II : Planning and Decision Making : 12 Credit**

2.1 Fundamentals of Planning- Concept, Nature, Importance, Steps, Limitations

2.2 Mission and Objectives

2.3 Types of plans

2.4 Making Planning Effectives

2.5 Management by objectives

2.6 **Decision Making**:- Concept, Nature, Importance, Types and Process of decisions.

**Unit-III : Organizing : 15 Credit**

3.1 **Fundamentals of Organizing** : Concept, Nature, Importance, Principles

3.2 Design of Organization Structure - Centralization and Decentralization,

3.3 Span of control, Departmentalization - numbers, time, Functional, Product, Matrix, Geographical, Customer,

3.4 Forms of Organization Structure- line , line & staff , functional, committee, project, matrix organization

3.5 Authority ,Power and responsibility

3.6 **Staffing** - Meaning , Characteristics , Importance And Steps of staffing

3.7 **Coordination**- Concept, Nature, Importance, Steps

**Unit-IV : Directing and controlling : 12 Credit**

4.1 **Fundamentals of Directing** - Concept, Nature, features , Importance and

4.2 Techniques of Directing- consultative, free rein , autocratic direction

4.3 **Controlling** : A brief overview of Concepts, Nature, Importance, Process of controlling

4.4 Techniques of Controlling (Traditional and Modern)

4.5 Steps in Controlling Process.

**5.1 Contemporary case studies of Practices of Management 12 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Gain understanding of the functions and responsibilities of the manager,
- Utilize tools and techniques to be used in the performance of the managerial job.
- Analyze and understand the environment of the organization.
- Demonstrate effective team, communication, and technology skills.
- Assess the complexities of the business environment.
- Integrate critical thinking as a foundation for effective decision-making.
- Demonstrate an understanding of the essential elements of current issues in the field of management

**Pedagogy for Course Delivery:**

**Lectures, presentation, project, discussion**

**Common Examination Scheme:**

Continuous Assessment/Internal Assessment					End Term Examination
Components (Drop down)	WT	Presentation	Assignment/Case Study	Attendance	
Weightage (%)	15	5	5	5	70

**Text & References :**

- L. M. Prasad - Principles and Practice & management, Sultan Chand & Sons.
- Theo Haiman: Professional Management: Theory & Practice: Eurasia Publishing .House, New Delhi.

- James A.F. Stoner: Management: Prentice Hall, New Jersey.
- Newman & Summer: The Process of Management: Prentice Hall, New Delhi.
- P .C. Tripathi & P. N. Reddy: Principles of Management: Tata McGraw Hill, New Delhi.
- C.B. Gupta: Principles of Management, Himalaya Publishing House.
- Harold Koontz, Heinz Weihrich - Essentials Management an International perspective, Tata McGraw Hill.
- Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, Fundamentals of Management, Pearson Education, 2009
- Robbins, Management, 9th edition Pearson Education, 2008,
- Griffin, Management Principles and Applications, Cengage Learning, India First Edition
- Richard L. Daft, Principles Of Management, Cengage Learning, India, 2009

**Course Title:****ACCOUNTING FOR MANAGERS****Course Code : MBA-102****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Know, how accounting in organisation take place.
- Understand difference between type of accounting & their application in red life situations.
- Determine financial health of an organisation and suggest remedial measures.
- Take decisions regarding production quantity, price of product/ service.
- Prepare budget for the coming financial period and control expenses efficiently.

**Pre-requisites:** Understanding the basic concepts of accounting.**Unit-I****06 Credit**

- 1.1 **Management Accounting** : Introduction, Scope and Functions of Management.
- 1.2 Accounting; Generally Accepted Accounting Principles (GAAP);
- 1.3 Management Accounting v/s Financial and Cost Accounting

**Unit-II****18 Credit**

- 2.1 **Financial Statement Analysis** : A Brief Analysis of Various Techniques : comparative, Common-Size and Ratio Analysis Types and Computation of Ratios,
- 2.2 Cash Flow Analysis

**Unit-III****12 Credit**

- 3.1 **Cost Analysis for Managerial Decisions** : Basic Cost Concepts and Cost-Sheet; Cost- Volume

- 3.2 Profit Analysis; Preparation of B.E.P. Chart  
 3.3 Managerial Decisions : Make or Buy, Product-Mix and Export Decision

**Unit-IV 12 Credit**

- 4.1 **Variance Analysis and Budgetary Control** : Determination of Material, Labour and Overhead Variance;  
 4.2 Concept of Budget and Budgetary Control; Nature, Objectives and Limitations; Essentials of Effective Budgeting; Preparation of Cash, Flexible and Master Budget.

**5. Contemporary case studies of Accounting 12 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Experience real world learning and application of skills at their internship period.
- They will also analyze financial data as well as the effects of financial accounting.
- To explain the various aspects of budgeting control and will be able to prepare different kinds of budgets.

**Text & References :**

- **Khan M.Y., Jain P. K.:** Management Accounting-Text, Procedure and Cases, Tata McGraw Hill, New Delhi.
- **Lal Jawahar :** Accounting for Management, Himalaya Publishing House, New Delhi.
- **Maheswari, Maheswari :** Accounting for Management, Vikas Publishing House, New Delhi.
- **Maheswari S.N. :** Management Accounting and Financial Control, Sultan Chand & Sons, New Delhi.
- **Hingorani N.L., Ramanathan A. R., Grewal T.S. :** Management Accounting-Text, Sultan Chand & Sons, New Delhi.
- **P.S. Chouhan :** Accounting for Managers, Saurashtra University, Rajkot

**Course Title :  
 MANAGERIAL ECONOMICS**

**Course Code : MBA-103**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives:**

To enable the students to:

- Apply the economic way of thinking to business decisions.
- Apply economic theory and methods to analyze the behavior of various economic agents (individuals and firms).
- Explain the application of economic concepts like elasticity of demand, economies of scale and economies of scope in managerial decision making.
- Illustrate the equilibrium conditions for cost minimization and profit maximization to arrive at optimum allocation of resources.
- Describe and analyze how price and quantity are determined in various market models like perfect competition, monopoly, monopolistic competition, and oligopoly.
- Analyze the industry structure and to determine the best pricing strategy for various market conditions.

**Pre-requisites :** Understanding the basic concepts of economics.

**Unit-I 12 Credit**

**1.1 Nature And Scope Of Managerial Economics :**

Its Relationships With Other Disciplines, Managerial Economics and Profit Maximization, Concepts of Opportunity Cost,

1.2 Basic Concepts of Macro Economics, Inflation, National Income.

**Unit-II 18 Credit**

2.1 Demand Analysis and Production Analysis :

Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticities of Demand; Supply, Marginal Utility Analysis And Indifference Curves, Income & Substitution Effects,

Demand Forecasting, Forecasting Methods Survey Methods And Statistical Methods.

## 2.2 Production Analysis:

Basic Concept of Production Function, Short run and Long run production function; Expansion Path,

Factor Productivities, Returns To Scale, Managerial Use of Production Function.

## Unit-III

**12 Credit**

### 3.1 Cost Analysis :

Various Cost Concepts, Determinants of Cost, Short-Run Cost Output Relationship, Long-Run Cost-Output Relationship, Economies of Scale, Methods For Estimating Cost-Output Relationship, Breakeven Analysis.

## Unit-IV

### 4.1 Market Structures

Perfect Competition, Monopoly; Monopolistic Competition and Oligopoly, Price Discrimination, Pricing Methods In Practice.

### 4.2 Pricing Decisions

Determinants of Price, Pricing Under Different Objectives, Pricing Under Different Market Structures

### 5.1 Contemporary case studies of managerial economics.

**12 Credit**

## Student Learning Outcomes:

### Students will be able to:

To develop the abilities to apply fundamental principles of economics to a wide range of managerial decisions, as well as public policy issues. They would understand the theory and principles of microeconomics for applying the same in the real world

issues and to take managerial decisions. The students would have a strong hold on how the tools of microeconomics can be applied to take appropriate managerial decision making.

## Text & References:

- Yogesh Maheshwari: Managerial Economics: Prentice Hall of India, New Delhi.
- J. Dean: Managerial Economics: Prentice Hall, New Delhi.
- V.L. Mote. S. Paul & G.S. Gupta: Managerial Economics - Concepts & Cases: Tata McGraw Hill, New Delhi.
- P.L. Mehta: Managerial Economics: Sultan Chand & Co., New Delhi.
- J.L. Pappas, E.F. Brigham & M. Hirschey: Managerial Economics: Dryden Press, Chicago.
- D. Salvatore, McGraw Hill, New Delhi

**Course Title :****STATISTICAL METHODS FOR MANAGEMENT****Course Code : MBA-104****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Equip the students with the statistical techniques and their application to business problems.
- Understand the concept and be able to compute measures of central tendency.
- Understand and compute various measures of dispersion.
- Express quantitatively the degree and direction of the covariation or association between two variables.
- Understand how the method of least squares is used to predict values of a dependent variable based on the value of an independent variable (Simple Linear Regression Equation).
- Understand the concept, importance and components of time series.
- Understand fundamentals of probability and various probability rules that helps to measure uncertainty.

**Pre-requisites :** Understanding of statistics and how to use it practically.**Unit-I****09 Credit**

- 1.1 **Statistics** : Introduction, Statistical data, Application of statistics in business and research, limitations of statistics.
- 1.2 Measures of Central Tendency : Introduction, Objective of averaging, Requisite of good average, Types of averages: Computation of Mean, Median, Mode, Positional Averages, Relationship among the averages, Applicability of suitable average, General limitations of average .

**Unit-II 09 Credit**

- 1.1 **Measures of Dispersion** : Meaning, Significance, Concept, properties of a good measure of dispersion, Methods of Dispersion: Calculation of range, quartile deviation, Mean deviation, Standard deviation, Variance, Application of measures of dispersion.

**Unit-III 15 Credit****3.1 Linear Correlation and Regression Analysis**

**Correlation analysis** : Introduction significance, types of correlation, methods of studying correlation.

**Regression Analysis** : Introduction, uses, regression equation

- 3.2 **Analysis of Time series** : Introduction, utility, components and their determination.

**Unit-IV 15 Credit****4.1 Theory of Probability :**

Definition, Events, Theorems of probability: Addition Theorem, Multiplication theorem, Bayes' Theorem, Conditional Probability.

**4.2 Theoretical Frequency Distribution :**

Binomial, Poisson and Normal Distribution.

**5. Contemporary case studies of statistical methods****12 Credit****Students will be able to:**

- Understand the role of descriptive statistics in summarization, description and interpretation of data.
- Measure the spread or dispersion, understand it and identify its causes to provide a basis for action.
- Use simple linear regression for building models to business data.
- Apply the concepts of probability distributions to real life problems.

**Text & References :**

1. **Gupta S.P.** : Statistical Methods , Sultan Chand & Sons, New Delhi.
2. **Sharma J.K.** : Business Statistics, Pearson Education, Delhi.
3. **Gupta S.C.** : Fundamentals of Statistics, Himalaya Publishing House, New Delhi.
4. **Agarwal N.P.** : Advanced Business Statistics, Ramesh Book depot, Jaipur.
5. **Sancheti & Kapoor** : Fundamentals of Statistics for Business and Economics, Sultan Chand & Sons, New Delhi.
6. **Richard I Levin, David S Rubin** : Statistics for management, PHI.

**Course Title :**  
**MARKETING MANAGEMENT**

**Course Code : MBA-105**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Understand the basics of marketing
- Apply various concepts of marketing in a real/simulated environment to realize how marketing works.
- Enable participants with decision making skills leading to successful marketing strategy
- Develop ability to integrate various marketing concepts leading to the understanding of marketing as a holistic function

**Unit-I** **06 Credit**

- 1.1 Marketing in the present millennium, Challenges and issues, concept, nature and scope of marketing, marketing as a process, markets, virtual and meta markets
- 1.2 Marketing orientation versus selling orientation
- 1.3 The marketing environment-environmental analysis, factors affecting market environment and environment scanning-techniques for environmental scanning.

**Unit-II** **03 Credit**

- 4.2 Marketing Research - the research process, problem definition, statement of research objectives, research design, sources of data, data collection, data analysis, report and presentation.

**Unit III** **06 Credit**

Market segmentation - concept, need and stages of segmentation, bases for segmenting the market, segmenting industrial markets, Targeting- targeting strategies and positioning.

**Unit IV** **06 Credit**

Consumer Behavior -Consumer behavior and its theories, perception, learning, memory, motivation. The buying process and disposition behavior.

**Unit-V** **20 Credit**

3.1 Product management- product mix, product line, product mix decisions,

New product decisions, factors contributing to new product development, concept development and testing, product development and Branding decisions.

3.2 Product Life Cycle- phases of PLC, Strategies in different phases

3.3 Pricing decisions- price objectives, price sensitivity, pricing methods, pricing strategies

3.4 Promotion decisions- promotion mix, advertising, sales promotion, publicity and personal selling

3.5 Distribution function and Channel management - selection, co-operation and conflict management.

**Unit - VI** **12 Credit**

4.1 Marketing organization- approaches to organizational structuring, organizational conflict.

4.2 Marketing performance and control

4.3 New issues in marketing - Globalization, services marketing, rural marketing and Green marketing 7

**7 Contemporary case studies of Marketing Management**

**12 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Develops skills in formulating and implementing marketing strategies for brand and businesses.
- Learn how to allocate resources across businesses segments and elements of marketing mix.

- Develop and use analytical skill to make marketing decisions in new product development PLC and Pricing promotions and channel management of the product

**Text & References:**

- Kotler, Philip and Armstrong, G.: Principles of Marketing, Prentice Hall of India, New Delhi, 1997.
- Philip Kotler and Kevin Keller: Marketing Management (Analysis, Planning & Control), Pearson India, New Delhi, 1994.
- Stanton, William, J.: Fundamental of Markeing, New York, McGraw Hill, 1994.
- R. Srinivas : Case Studies in Marketing.

**Course Title :**

**COMPUTER APLICATIONS IN MANAGEMENT**

**Course Code : MBA-106**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
2	0	2	3	100

**Course Objectives:**

To enable the students to:

- Understand the meaning and need of computer applications in management.
- Understand the basics of Information Technology.
- Work with hands-on experience on PC-Software Packages.

**Pre-requisites :** Understanding of computer application in management and how to use it practically.

**Unit-I : Computers**

**05 Credit**

- 1.1 An Introduction - Computers in Business; Elements of Computer System Setup, Characteristics, Components of a Computer System, Generations of Computers and Computer Languages. Number System,
- 1.2 Operating System: Introduction, Function and types of OS, An Introduction of Types of different windows versions.

**Unit-II**

**10 Credit**

**2.1 PC-Software Packages :**

- An Introduction - Text Processing Software, introduction to mail merge & macros,
- Introduction to a spreadsheet software; creating of spreadsheet applications; Range, Formulas, Functions , Charts, Data Base Function in spreadsheet;
- Graphics on Spreadsheet. Presentation Graphics - Creating a Presentation on a PC.

**Unit-III****10 Credit****3.1 Computer Software Systems :**

- Software Development Process; File Design and report Design; Data Files - Types/ Organizations; master & Transaction File;
- Flow Charting; Report Generation & Label Generation;
- Basics of Data Processing, Modes of data Processing.

**Unit-IV****10 Credit**

- 4.1 DBMS : Introduction, Sources of data, file environment database environment, Advantages & disadvantages of DBMS,
- 4.2 Data Communication: Networking - LAN & WANs. Network Topologies, Communication Medium.
- 4.3 Internet: Concepts & Services, E-mail, Using search engine, Use of multimedia tools, Introduction of E-Commerce , E-Business: Fundamentals, Mobile and Wireless computing fundamentals

**5. Contemporary case studies of computer application in management****10 Credit****Students will be able to:**

- Understand the management aspect of Information Technology.
- Use tools and techniques of computers in the performance of the managerial job.

**Text & References :**

1. Sinha Pradeep K. Sinha Priti: Computer Fundamentals, BPB Publications.
2. Church ,Johnand Grudnitski Gary: Information systems: Theory and Practice, 5th Ed., New York, John Wiley.
3. David, Van Over: Fundamental of Business System, Fort

Worth, Dryden.

4. Eliason, A.L.: On-line Business Computer Applications, 2nd ed., Chicago, Science Research Associates..
5. John, Moss Jones: Automating Managers: the Implications of Information Technology for Manages, London, Pinter.
6. Long L.: Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Business Data Analysis using excel, Oxford University Press, Indian Edition.

**Course Title :**  
**INDIAN ETHOS AND VALUES**

**Course Code : MBA-107**

**Credit Unit : 3**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
2	1	0	3	50

**Course Objectives:**

To enable the students to:

- Understand the basic principles of ethics, values and moral standards
- Impart reasoning and analytical skills needed to apply ethical concepts in business decisions .
- Understand the ethical aspects in marketing ,advertising, human resource management and finance
- Understand ethics in social responsibilities

**Pre-requisites :** Understanding the basic concepts of ethics .

**Unit-I** **05 Credit**

- 1.1 Values, Relevance of values in Management
- 1.2 Trans-cultural/universal human values
- 1.3 Value formation in the society.
- 1.4 Ethics, Normative ethics in Management, Business Ethics, Managing Ethics
- 1.5 Ethical Decision Making.

**Unit-II** **10 Credit**

- 2.1 Indianism and Indian Management
- 2.2 Indian heritage in Production and Consumption
- 2.3 Indian insight into Total Quality Management
- 2.4 Stress in corporate management Problems and methods of stress management.

**Unit-III** **10 Credit**

- 3.1 Ethical issues in Marketing and Advertising
- 3.2 Ethics in Finance: Speculation and Insider Trading
- 3.3 Ethics and Human Resource Management.

**Unit-IV** **10 Credit**

- 4.1 Origin and meaning of Social responsibilities
- 4.2 Social role of business
- 4.3 Management of Social performance by business and the government.
- 4.4 Trusteeship and Gandhian Principles.

**5. Contemporary case studies of Ethics** **10 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Gain understanding of ethics and its need in present scenario .
- Develop an use the reasoning and analytical skills in ethical business decisions
- Analyze and understand the environment of the organization..
- Integrate critical thinking as a foundation for ethical issues in social responsibilities .
- Demonstrate an understanding of ethical issues in the areas of marketing, finance and human resource management.

**Text & References:**

- Satish Modh-Ethical Management, Macmillan India Ltd.
- C.S.V.Murthy - Business Ethics, Himalaya Publishing House
- Andrew Carne, Dirk Matten - Business ethics, Oxford University Press
- Management by values, Oxford University Press
- A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
- S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.

**Course Title:**  
**ENGLISH COMMUNICATION**

**Course Code : MBA-GEC-111**

**Credit Unit : 2**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
1	1	0	2	50

**Course Objectives :**

To enable the students to:

- Impart knowledge about English communication and basics of English language
- Improve the communication skills oral as well as written.
- Acquaint the students on presentation skills

**Pre-requisites :** Understanding the basic knowledge of English .

**Unit-I : English Language and Its Use** **05 Credit**

Basic of English Grammar

- a. Parts of Speech
- b. Determiners
- c. Tenses
- d. Verbs and their concord
- e. Basic sentence patterns
- f. Types of sentences and transformation

**Unit-II : Composition** **10 Credit**

- a. Arranging jumbled sentences
- b. Guided composition
- c. Paragraph writing
- d. Letter writing

**Unit-III : Communication Skills** **10 Credit**

1. Acquaintance with English Sounds
  - a. Speech Organs
  - b. Air-stream mechanism

- c. Vowel sounds
  - d. Consonant sounds
  - e. Stress
2. Conversation
    - a. Greeting people
    - b. Giving introduction
    - c. Seeking introduction
    - d. Making polite requests
    - e. Describing things, persons and position
    - f. Giving information
    - g. Seeking information 10

**Unit-IV : Contemporary English Usage** **10 Credit**

1. English language and its application
  - a. Modals
  - b. World formation
  - c. Idioms
  - d. Phrases
  - e. Clauses
  - f. Punctuation
2. Composition
  - a. CV writing
  - b. Writing application for job
  - c. Writing notices and circulars
  - d. Preparing Power Point Presentation

**UNIT-V : Presentation Skills** **10 Credit**

1. English speech mechanism
  - a. Sentence stress
  - b. Intonation
  - c. Rhythm

- d. Pitch
- e. Utterances
- 2. Conversation-Personal, Professional and General
  - a. Interview skills
  - b. Group Discussion
  - c. Extempore
  - d. Speech
  - e. Debate
  - f. Public speaking<sup>3</sup>

**Student Learning Outcomes:**

- Students will be able to understand English communication and fundamentals of English language
- Better communication skills oral as well as written.
- Students will have command over presentation skills.

**Course Title :**  
**INTERNET & AND WEB PROGRAMMING**

**Course Code : OE/MCA/MSC/PGD-13**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Unit-I**

**15 Credit**

**Internet** - Introduction, Internet Services, Prerequisites of Internet, Internet Applications, Internet V/s Intranet, Web Browsers, Web page, Web Site, Servers, Types of Internet Connectivity, W3C, Protocols: TCP/IP, FTP, HTTP, Telnet, Search Engines, Domain Names, **E-mail**, Advantages of E-mail, E-Mail address, Structure of E-Mail, Sending & Receiving E-mails, E-mail Attachments, E-mail Protocols, Junk Mail, Upload & Download, Blogging, E-Learning and Wiki, Social Networking

**Unit-II**

**10 Credit**

**HTML**, History of HTML, Features of HTML, Advantages of HTML, Structure of HTML Document, HTML Tags, Attributes, Inserting Text, Images, Formatting Text & Background, Lists-Ordered, Unordered & Definition List, Tables, Images, Character Entities

**Unit-III**

**10 Credit**

**Advance HTML**, HTML V/s XHTML, Hyperlinks on Texts & Images, Using Imaps, Using Frames, nesting of Frames, Creating Forms, Input Tags: text box, radio button, check box, password box, text area, down down menu, GET & POST Methods, Introduction to HTML5

**Unit-IV**

**10 Credit**

**CSS**, Evolution of CSS, Types of Style Sheets - Inline, Internal & External, CSS Syntax, CSS Font Properties, CSS Colour Properties, CSS Text Properties, Background Properties, Borders Properties, Lists Properties, Tables Properties, Positioning Properties

**UNIT-V****15 Credit**

**JavaScript:** Concept of Script, Types of Scripts, JavaScript Overview, Advantages of JavaScript, JavaScript V/s Java, Where to put JavaScript, Data Types, Variables, Expressions, Operators, Branching & Looping Statements (If - Else, Switch, For loop, While loop, Do-While loop, For loop, For - In), Popup Boxes-Alert, Prompt & Confirm, Functions- Build in & User defined, Array, Dialog Boxes, Objects (String, Date, Math), Events - Windows events, Form element events, Keyboard events, Mouse Events, Validating the inputs, Cookies

**Text Books:**

1. Web Technologies for Students : Bharat Singh Deora

**Reference Books :**

1. The Complete Reference-JavaScript : Thomes Powell  
2. HTML DHTML Javascript PHP : Ivanbayross

**Course Title :****PERSONALITY DEVELOPMENT AND HUMAN BEHAVIOUR****Course Code : OE/103****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Objective :**

- To impart basic knowledge regarding human growth and development.
- To develop an understanding regarding concept of personality, its constituents, components and developments.
- To orient students regarding basic psychological process and their significance in personality development.
- To develop insight into abnormal psychology and role of social work intervention.

**Unit-I****15 Credit**

**Human Development :** Life span approach to studying Human Development, Developmental tasks and Scope for Social Work Intervention.

**Dimensions of Human Development :** Physical, Language, Cognitive, Moral, Emotional, Psycho-Sexual and Psycho-Social.

**Unit-II****10 Credit**

**Personality Structure and Development :** Concept and Meaning of Personality, Structure, Function and Shaping of Personality in the Context of Different Theories of Personality, Factors Influencing Personality, Personality Disorganization, Basic Personality Constituents - Attitude, Aptitude, Belief, Aspiration, Value System.

**Unit-III****10 Credit**

**Basic Psychological Process :** Concept, Nature and Types,

Learning and Types, Learning and Memory, Perception, Prejudices and Bias.

**Intelligence** : Concept of I.Q. and E.Q. Social Competence. Motivation - Concept, Needs and Motivation Interplay, Scope of Motivation in Social Work Practice.

**Unit-IV** **10 Credit**

**Collective Behavior** : Concept, Formation, Mass Communication, Public Opinion, Propaganda, and Persuasion.

**Cooperation and Conflict** : Meaning, Causes and Management, Group Dynamics and Behavior.

**UNIT-V** **15 Credit**

**Clinical Social Work Intervention** : Social Work in Medical Setting, Concept, Scope and Role. Abnormal Human Behavior - Concept, Causes, Types.

**Neurosis** : Concept, Meaning, Types and Treatment - Techniques, Role of Psychiatric Social Work in Treating Abnormality.

**Stress** : Types, Causes and Management, Trauma - Types, Causes and Management.

**Adjustment and Maladjustment** : Concept and Meaning, Causes, Factors Influencing Adjustment, Adjective Demands.

**LEARNING OUTCOMES**

- After the completion of this paper student will be acquainted with basic knowledge regarding human growth and development.
- Students will get an understanding regarding concept of personality, its constituents, components and developments.
- Students will be able to understand basic psychological process and their significance in personality development.

**Reference Books :**

- Harlock, Vikas Manovigyan: Vigyanik Tatha Takniki Sab Davali Aayog Delhi Universiy. (in two volumes)

- Chitada, Shashi and Narsawal Harish Chandra, Shishu & Vam Bal Manovigyan, Udaipur, Shiva Publishers & Distributors.
- Rastogi, GD - Asamanya Manovigyan - New Delhi Vyagli Eastern Ltd; Bhatnagar, Suresh - Bal Vikas and Bal M
- Hurlock, Elizabeth - Development Psychology, A Life Span Abbroach, New Delhi, Tata McGraw Hill Book Co. Pvt. Ltd; (in English)
- Pervin, Lawrence \_ Personality - New York, John Willey & Sons.
- Boring, Edwin Garriguls & Others: Foundations of Psychology - Bombay Asia Publishing House.
- Mednick, Sarnoff A. & Others - Psychology Explorations in Behaviors and Experience, New York, John Wiley & Sons, Inc.

**Course Title :**  
**BUSINESS COMMUNICATION**

**Course Code : OE/MHRM - 103**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Develop a comprehensive view of communication, its scope and importance in business.
- Understand the role of communication in establishing a favorable outside the firm environment, as well as an effective internal communications program.
- Understand the various types of business communication media.
- Develop an awareness of the importance of succinct written expression to modern business communication.

**Pre-requisites :** Understanding the concept of communication and how to use it practically in business.

**Unit-I** **25 Credit**

- 1.1 Business Communication - Meaning, objectives, importance of communication in Business and industry, various types of communication, Essentials of good communication.
- 1.2 Communication Process- Basic Elements in the communication process, Factors Influencing communications, Channels of communications, Seven Cs of Effective communications.

**Unit-II** **20 Credit**

- 2.1 Business Correspondence - Planning the Business Letter, Letters of Enquiry, order, Complaint and follow-up, Collection letters, Circulars, Job applications.
- 2.2 Reading - Purpose, Comprehension of an Unseen Passage, Tactics and Strategies for a good reading

**Unit-III** **15 Credit**

- 3.1 Writing Business Reports - Technique of Writing a Report, The letter-style Report, Schematic Report, Writing a Market Survey Report.

**Unit-IV** **20 Credit**

- 4.1 Avoiding Substandard Writing - Errors in the use of nouns, pronouns, adjectives, adverbs, prepositions, conjunctions, articles. Errors in sentence construction.
- 4.2 Tips for clear writing- Tips regarding choice of words, tips for sentence construction, Tips for Paragraph Design. Precis Writing .

**5.1 Contemporary case studies of Business Communication (20)**

**Students will be able to:**

- Understand and demonstrate the use of basic and advanced proper writing techniques that today's technology demands, including anticipating audience reaction.
- Write effective and concise letters and memos.
- Prepare informal and formal reports.
- Proofread and edit copies of business correspondence.
- Plan successfully for and participate in meetings and conduct proper techniques in telephone usage.
- Use e-mail effectively and efficiently.

**Text & References :**

1. Rajendra Pal and J.S. Korlahalli: Essentials of Business Communications.
2. U.S. Rai and S.M. Rai: Business Communications
3. Menzal and D.H. Jones: Writing Technical Paper, McGraw Hill.
4. Agrawal & Agrawal, Business Communication: Strategy and Skill, Prentice Hall.
5. John V. Thill, Barbara E. Schatzman, Hardcover ,Business Communication Books for College , Prentice Hall.

# SEMESTER II

**Course Title :**  
**ORGANISATION BEHAVIOUR**

**Course Code : MBA-201**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Develop a basic understanding of individual behavior and group behavior and explore issues such as personality, perception, learning, motivation.
- Understand various leadership approaches and identify effective leadership style
- Identify the process used in developing communication and resolving conflicts
- Understand organization culture and climate and their various dimensions.
- Understand and analyse the implementation of organizational change.

**Pre-requisites:**

Understanding of Organization Behavior and how to use it practically

**Unit-I**

**20 Credit**

- 1.1 Individual Behaviour: Personality, Perceptions, Values, Attitudes and Learning.
- 1.2 Group Behaviour : Meaning of Group Dynamics, Types of Groups, Formation and Development of Groups, Group Cohesiveness and Effectiveness, Diagnosis of Group Behaviour Techniques for Studying Group Behaviour, Communication in Group.

**Unit-II**

- 2.1 Motivation, Job Satisfaction and Morale: Definition and

Characteristics of Motivation, Early and Contemporary Motivation Theories, Employee Recognition Programme, Employee Involvement Programme, Job Satisfaction: Determinants of Job Satisfaction and Morale, Relationship of Incentives and Morale with Productivity.

2.2 Stress Management: Definition, Causes, Managing Stress, Stress as a Motivator, Work Life Balance.

### Unit - III

**20 Credit**

3.1 Leadership: Definition and Need for Leadership, Approaches to Studying Leadership: Traits, Behavioural and Contingency Approaches, Effective Leadership

3.2 Competition and Conflict: level and stages of Conflict, Causes and Consequences of Intergroup Conflict, Management of Conflict.

### Unit-IV

**20 Credit**

4.1 Organisational Culture and Climate: Meaning, Dimensions of Organisational Climate, Factors Affecting Organisational Climate, Measurement of Organisational Climate, Meaning and Components of Organisational Culture, Creating and Sustaining Culture, Matching People with Culture, Ethical Organisational Culture.

4.2 Organisational Change and Effectiveness: Need for Change, Dimensions of Change, Resistance of Change, Management of Change. Effectiveness -Meaning and Dimensions, Measurement, Single and Multiple Criteria Measures. Organisation Development -Basic Concepts.

### 5. Contemporary case studies

**20 Credit**

#### Student Learning Outcomes :

#### Students will be able to :

- Analyse the behavior of individuals and groups in organizations in terms of the key factors that influence Organisational Behaviour.

- Assess the potential effects of organisational level factors such as structure, culture, and change on Organisational Behaviour.
- Analyse Organisational Behaviour issues in the context of Organisational Behaviour theories, models, and concepts.

#### Text & References:

- Hersey and Blanchard: Management of Organisational Behaviour, Prentice Hall, New Delhi.
- J.S. Chandan: Organisational Behaviour, Vikas, New Delhi.
- French and Bell: Organisation Development, Prentice Hall, New Delhi.
- R.Beckhard: Organisation Development: Strategies and Models.
- L.M. Prasad: 'Organisational Behaviour', Sultan Chand & Sons.
- Suri & Chabra: 'Organisational Behaviour'.
- Robbins: 'Organisational Behaviour'.PHI.
- Udai Pareek : Understanding Organisational Behaviour, Oxford University Press
- Fred Luthans : Organisational Behaviour, McGraw hill book company.

**Course Title :****QUANTITATIVE TECHNIQUES IN MANAGEMENT****Course Code : MBA-202****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Understand and analyse managerial problems in industry so that they are able to utilise resources more effectively.
- Gain Knowledge for formulating mathematical models of quantitative analysis for managerial problems in industry.
- Understand the applicability and use of operations research in diverse fields.

**Pre-requisites :** Understanding of Quantitative Techniques in Management and how to use it practically.

**Unit-I 12 Credit**

1.1 Introduction: Meaning of Operations Research and Quantitative Techniques; Steps, Characteristics, Scope, Limitations and Techniques of Operations Research; Role of Quantitative Techniques in business Management

**Unit-II 12 Credit**

2.1 Linear Programming: Concept, Applications and Limitations of Linear Programming; Methods of Solution: Graphic and Simplex Methods; Dual, Sensitivity Analysis.

**Unit -III 12 Credit**

3.1 **Transportation Model** : Concept and Assumption of Transportation Problems; Methods of Initial Transportation Assignment, Optimality Test; Trans-shipment Problems

3.2 **Assignment** : Concept and Hungarian Method of Assignment

**UNIT IV 12 Credit**

4.1 **Decision Theory** : Concept and Process of Decision-making; Decision-making Environment; Decision-making Criterion: Maxi-max, Maxi-min, Mini-min, Mini-max Regret, Hurwicz, Laplace, Expected Monetary Value and Expected Opportunity Loss Criterion; Expected Value of Perfect Information; Decision Tree.

4.2 **Game Theory** : Concept; Two Person Zero-sum Games; Simple and Mixed Strategies; Rule of Dominance; Methods of Solution: Saddle Point, Odds and Graphic Method

**5.1 Contemporary case studies of Quantitative Techniques 12 Credit****Student Learning Outcomes:****Students will be able to:**

- Recognize the importance and value of operations research and mathematical modeling involving practical problems in industry.
- Formulate a managerial decision problem into a mathematical model.
- Understand operation research models and apply them to real life problems.

**Text & References :**

- Vohra N.D.: Quantitative Techniques In Management, Tata McGraw Hill, New Delhi
- Kapoor V.K.: Operations Research-Techniques for Management, Sultan Chand & Sons, New Delhi.
- Sharma K.R.: Quantitative Techniques & Operations Research, Kalyani Publishers, Ludhiyana.
- Sharma, J.K.: Operations Research- Theory and Applications, Macmillian India Ltd., New Delhi.
- Khandelwal, Gupta, Agrawal, Ahmad: Quantitative Analysis for Management, Ajamera Book Company, Jaipur.

**Course Title :**  
**FINANCIAL MANAGEMENT**

**Course Code : MBA-203**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to :

- To understand various concepts related to financial management.
- To study in detail, various tools and techniques in the area of finance.
- To develop the analytical skills which would facilitate the decision making in business situation .

**Pre-requisites :** Understanding of Financial Management and how to use it practically.

**Unit-I** **12 Credit**

**1.1 Financial Management :** Meaning, Scope and Objectives of profit maximization, sales maximization and wealth maximization; Aims of Financial Functions; Financial Decisions and Inter-relationship among Financial Decisions. Cost of Capital: Concept and Importance of Cost of Capital; Computation of Cost of Equity Shares, Retained Earnings, Preference Shares, Short term Debts, Long term Debts and Weighted Average Cost of Capital; Factors affecting Weighted Average Cost of Capital.

**Unit-II** **12 Credit**

**2.1 Capital Budgeting Techniques :** Meaning, Importance and Kinds of Capital Budgeting; Techniques of Investment Evaluation: Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index; conflict between the various discounted cash flow methods

**Unit -III** **12 Credit**

**3.1 Leverage :** Degree of Financial Leverage, operating leverage, combined leverage, their Behavior; Significance of leverages. Dividend Policy: Meaning and Types of Dividend Policy; Factors affecting Dividend Policy; Dividend Theories: Walter's Model, Gordon's Model and Modigliani & Miller's Hypothesis.

**UNIT -IV** **12 Credit**

**4.1 Capital Structure :** Meaning and Patterns of Capital Structure; Factors Determining Capital Structure; Indifference Point. Raising Finance: Sources of Long-term Finance. Working Capital Management: Meaning, Concepts and Significance of Working Capital; Determinants of Working Capital; Estimation Methods: Forecasting of Current Assets & Current Liability and Operating Cycle Method, Management of Inventory and Receivables. Monitoring efficiency in the management of working capital.

**5.1 Contemporary case studies of Financial Management**  
**12 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Apply the concept of time value of money
- Apply principles of capital budgeting
- Explain the determinants of a firm's capital structure
- Explain various risk measures and models of the relation between risk and return
- Explain the concept of market efficiency and its implications for securities' returns
- Apply the principles of portfolio theory

**Text & References :**

- Pandey I.M.: Financial Management, Vikas Publishing House, New Delhi.

- Maheswari S.N.: Financial Management- Principles and Practice, Sultan Chand & Sons, New Delhi.
- Khan M.Y.,Jain P.K. : Financial Management, Tata Mc-Graw Hills Publishers
- Reddy G.Sudarsana: Financial Management- Principles and Practice, Himalaya Publishing House, New Delhi.
- Chandra Prasanna: Financial Management, Tata McGraw Hill, New Delhi.

### Course Title :

## PRODUCTION AND OPERATIONS MANAGEMENT

**Course Code : MBA-204**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

### Course Objectives :

To enable the students to:

- Understand the basic principles of Production and Operation Management.
- Understand the competitive advantage through production function.
- Understand the principles, practices and areas of application in shop floor management.

**Pre-requisites :** Understanding the basic concepts of Production and Operation Management.

### Unit-I

**12 Credit**

- 1.1 **Operation and Production Management** : Nature and Scope of Production Management- process planning and design Facility Location; Types Manufacturing Systems & Layouts;
- 1.2 Layout Planning and Analysis Material Handling-Principals-Equipments, Line Balancing-Problems Operations decisions-Production Planning and Control.

### Unit-II

**12 Credit**

- 2.1 **Capacity Planning** - Models, Process Planning-Aggregate Planning-Scheduling
- 2.2 Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

**Unit-III 12 Credit**

- 3.1 **Production Planning** - Production Planning and control in different manufacturing systems. Project monitoring through PERT and CPM, concept of time estimates and project costs.
- 3.2 **Concept of Total Quality (TQ)** : International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ and Quality Assurance.

**Unit-IV 12 Credit**

- 4.1 **Material Management** - An Overview, production control, storage and retrieval System
- 4.2 **Maintenance Management** - Types of Maintenance, Procedure for Maintenance,
5. **Contemporary case studies of Production and Operation Management.** **12 Credit**

**Student Learning Outcomes:****Students will be able to:**

- Gain understanding of Production and Operation Management and its need in present scenario.
- Analyze and understand the competitive advantage of the organization through POM.
- Demonstrate an understanding of increased prominence of POM among all functional areas of management.

**Text & References :**

1. Ashwathappa K., Sridhara Bhatt K, Production and Operations Management, Himalaya Publishing House.
2. Goel, B.S., Production and Operations Management, Pragati Prakashan.
3. Adam, E.E. & Ebert, R.J., Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India, 1995.

4. Amrine Harold T. etc. Manufacturing Organisation and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
5. Buffa, E.S. Modern Production Management, New York, John Wiley, 1987.
6. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill, 1989.
7. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management, New York, McGraw Hill, 1984.
8. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services, Singapore, McGraw Hill, 1992.
9. Moora, FG and Hendrick, T.E. Production / Operations Management, Homewood, Illinois, Richard D. Irwin, 1992.
10. Chunawalla, Patel, Production and Operations Management, Himalaya Publishing House

**Course Title :**  
**RESEARCH METHODOLOGY**

**Course Code : MBA-205**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Become Knowledgeable of the research , its types, process and different approaches
- Formulate Hypothesis and understand different procedures for testing of hypothesis
- Understand the sampling techniques and develop a sampling plan.
- Understand different measurement scales and scaling techniques.
- Understand contents, types and technical specifications of research reports.

**Pre-requisites :** Understanding of research methodology and how to use it practically.

**Unit-I** **12 Credit**

1.1 **Introduction** : Meaning & Objectives of Research, Types of Research, Research Approaches, Research Process, Problem Formulation and Statement of Research Objectives, Techniques of Defining a Problem. Research Design: Meaning & Features of a Good Research Design, Important Concepts, Different Research Designs, Basic Principles of Research Design.

**Unit-II** **12 Credit**

2.1 **Sampling Design** : Implications of a Sample Design, Steps in Sample Design and Criteria for Selecting a Sampling Procedure, Types of Sample Design, Random Sample,

Deliberate Sample, Stratified Sample, Types of Stratified Sample, Optimal Stratified Sample, Sampling Distribution, Central Limit Theorem

2.2 Methods and techniques of data collection: methods used for collection of primary data, methods used for collection of secondary data .

**Unit III** **12 Credit**

3.1 **Measurement & Scaling Techniques** : Measurement Scales, Errors in Measurement, Tests of Sound Measurement, Scaling, Important Scaling Techniques, Scale Construction Techniques.

**Interpretation & Report Writing** : Technique of Interpretation, steps in writing report, layout of research report , types of reports, oral presentation , precautions for writing research report.

**Unit - IV** **12 Credit**

4.1 **Tests of Hypothesis** : Introduction and Procedure of Hypothesis Testing; Types of Errors ; Two tailed and one tailed Tests; Standard Error; Level of Significance. Test of Significance: Large Samples: Test of Significance of Mean. Small Samples: Test of Significance of Mean and equality of Two Means. F-test for equality of two Samples' Variances. Non-parametric Tests: Meaning and Concept; Chi-square Test and Goodness of Fit, Power of Test.

**5.1 Contemporary case studies of research methodology.**

**12 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Apply research approaches , techniques and strategies in the appropriate manner for managerial decision making
- Develop critical and integrative thinking in order to communicate the results of the analysis clearly in context of the

problems

- Unambiguously articulate the conclusions and limitations of the analysis with a clear separation between data and judgment.
- Do their own research projects.

#### **Text & References :**

- C.R. Kothari : Research Methodology: Methods & Techniques.
- P.C. Tripathi : Research Methodology in social Sciences.
- Subbi Reddy & Bappa Rao : Research Methodology and Statistical Measures.
- P.K. Srivastava : Marketing Research (Hindi), 4th Ed. 2008 Rajasthan Hindi Granth Academy, Jaipur.
- V.P. Michael : Research Methodology.
- Donald Cooper & Pamela Schilder : Business Research Methods
- Wilkuison & Bhandarkar : Methodology & Technique of Social Research
- C Mory : Business Research Methods.

### **Course Title :**

## **HUMAN RESOURCE MANAGEMENT**

**Course Code : MBA-206**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

#### **Course Objectives :**

To enable the students to:

- Human resource management can support the goal of creating a high-performance work system.
- Define employee empowerment and explain its role in the modern organization.
- Identify ways HR professionals can support organizational strategies for quality, growth, and efficiency.
- Discuss how technological developments are affecting human resource management.
- Discuss how the need for flexibility affects human resource management.
- Analyze human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.

**Pre-requisites :** Understanding of Human Resource Management and how to use it practically.

#### **Unit-I**

**12 Credit**

- 1.1 Introduction :** Definition, functions and Objectives of Human Resource Management,, Qualities of HRM Managers, Evolution, Growth of HRM in India, Strategic role of human resource management:
- 1.2 Procurement of Personnel :** Human Resource Planning-Meaning and Objectives of HRP - Benefits of HRP - Factors affecting HRP - Process of HRP,
- 1.3 Recruitment and Selection :** Concept of Recruitment,

Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Placement, Induction.

- 1.4 **Job Analysis** : Concept and Process of Job Analysis, and Design,

**Unit-II 12 Credit**

2.1 **Performance Appraisal** : Concept and Need for Performance, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Benefits, Post Appraisal Interview, Career planning and succession planning.

2.2 **Training and Development** : Meaning, Need & Objectives of Training and Development, Determining Needs, Designing a training programme, Training Methods for Operatives and Managers, How to make training effective, Evaluation of Training and Development,

**Unit-III : Employee Compensation Management : 12 Credit**

3.1 **Wage and salary administration** : Wage and salary Determination process, Methods of Wage payment.

3.2 **Incentive Plans** : Meaning, benefits, essentials of good intensive plans, Types of wage incentive plans, Fringe Benefits- Definition, objective, kinds.

3.3 **Employee Empowerment** : Worker's Participation in Management, Forms - Works committee, Joint management council, Joint council, shop council, Worker's Participation in Management in India.

**Unit-IV 12 Credit**

4.1 **Employee Grievance and Discipline** : Meaning, Features, Forms and Causes of Grievances.

4.2 **Grievance Handling** : Need, Importance, Machinery for Redressal of Grievance procedure.

4.3 **Discipline** : Need, Causes of Indiscipline, Disciplinary procedure, Arguments for and against Punishment, Essentials

of a Good Disciplinary System (Hot Stove Rule).

4.4 **Ethical Issues In HRM** : concepts , needs, challenges of HRM

**5.1 Contemporary case studies of human resource management 12 Credit**

**Student Learning Outcomes :**

**Students will be able to :**

- Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures, and make appropriate staffing decisions.
- Design a training program using a useful framework for evaluating training needs, designing a training
- Properly interpret salary survey data and design a pay structure with appropriate pay grades and pay ranges.
- Evaluate a company's implementation of a performance-based pay system.
- Demonstrate knowledge of employee benefit concepts, plan design, administrative considerations and regulations governing employee benefit practices.
- Align HR systems with the strategic business objectives of a firm
- Research and design compensation plans and benefit programs appropriate for various types of organizations
- Demonstrate the knowledge and skills needed to effectively manage human resources.
- Describe the fundamental concepts and rules of law that apply to business activities, the employment function, and labor.

**Text & References :**

- P.C. Tripathi: Personnel Management and Industrial Relations: (12th Edition): sultan Chand & Sons, New Delhi.
- Aswathappa K. Human Resource Management and Personnel Management, Tata McGraw Hill, New Delhi.

- Edwin Flippo : Principles of Personnel Management: McGraw Hill: New York.
- Dale Yoder : Personnel Management and Industrial Relations: prentice Hall, Delhi.
- Arun Monappa and Saiyadain : Personnel Management, Tata McGraw Hill, Delhi.
- Gary Dessler, Human Resource Management, Pearson Publications.
- L.M. Prasad : Human Resource Management.
- Mitthis & Jackson : Human Resource Management.
- Shashi k. Gupta And Rosy Joshi Human Resource Management ,kalyani publishe

**Course Title :**  
**MACRO ECONOMIC ENVIRONMENT AND  
BUSINESS MANAGEMENT**

**Course Code : MBA-207**

**Credit Unit : 3**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives:**

To enable the students to:

- Use the economic tools to analyze diversity of issues in the international economy.
- To make the students understand the current issues in international trade.
- To explore the various trade theories and recent trends in world trade.

**Pre-requisites :** Understanding of environment and management and how to use it practically.

**Unit-I**

**07 Credit**

- 1.1 **Analysis of Global Business Environment** : Business Environment, Environmental Analysis,
- 1.2 Economic, Political, Socio-cultural, Legal, Financial and Technological environment pertaining to international business.

**Unit-II**

**08 Credit**

- 2.1 **Theory of International Trade** : Various theories of International Trade, Terms of Trade
- 2.2 **Balance of Payment** - Equilibrium and Disequilibrium of BOP, Tariff and Non- Tariff Barriers.

**Unit - III**

**15 Credit**

- 3.1 **World Trade** : Recent Trends of world trade, Composition and Direction,
- 3.2 **Regional Economic Groupings in Practice:** Regional

Economic Groupings, Commodity Agreements, EEC, NAFTA, SAARC, ASEAN.

### 3.3 International Economic Institutions and Agreements

: International Monetary Fund, World Bank and affiliates, Basic principles and charter of GATT/WTO, Implication of WTO to important sectors- GATS, TRIPS and TRIMS

#### Unit-IV 15 Credit

4.1 **Forces of Globalization** : Approaches and Strategies of Globalization, International Investments, Transfer of Technology, Multinational Corporation,

4.2 Foreign Exchange Regulation (FEMA), Environment Management Systems : EMS Standards.

### 5.1 Contemporary case studies of Macro Economic Environment & Business management 15 Credit

#### Student Learning Outcomes :

##### Students will be able to :

- Analyze and understand the international environment
- Understand the recent trends in international business.
- Learn the working of various international institutions and regional groupings

#### Text & References :

- Daniel John D and Radebanh, Lee H. International Business, Addison Wesley, New York.
- Anat K. Sundaram and J. Stewart Black, The International Business Environment -Text and Cases, Prentice Hall of India, New Delhi.
- Keegan, Wareen, Global Marketing Management, Prentice Hall of India, New Delhi.
- Bhalla V.K., World Economy in 1990s: A Portfolio Approach, Anmol Publisher, New Delhi.
- Varshney & Bhattacharya, International Marketing Management.

- Uberoi NK, Environmental Management, Excel Books, New Delhi.
- Francis Cherunilam, Business Environment
- M. Adhikar: Economic Environment of Business
- R. Agrawal : Business Environment; Excel Books
- S.K. Bedi : Business Environment; Excel Books

**Course Title :**  
**BUSINESS MATHEMATICS**

**Course Code : MBA/ACC -211**

**Credit Unit : 2**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
2	0	0	02	100

**Course Objectives :**

- To enable the students to equip the students with the mathematical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

**Pre-requisites :** Understanding of concepts of basic mathematics.

**Unit-I** **06 Credit**

- 1.1 Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic)
- 1.2 Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

**Unit-II** **06 Credit**

- 2.1 **Equations:** Identities, Inequalities, Grouping Symbols, general solution, Degree of an Equation, Simultaneous Linear Equations, Quadratic Equations, Solutions of Quadratic Equations, Reciprocal Equations, Nature of roots, Symmetrical Expressions, Formation of an equation, Solutions of Simultaneous Equations
- 2.2 **Circular Functions and Trigonometry :** Measurement of Angles, Trigonometric Ratios, Relations between

Trigonometric Functions, Signs of Trigonometric function, Trigonometric Functions of Standard Angles, Use of Printed Tables, T-Ratios of Allied Angles, T-Ratios of Sum and Difference of Angles.

**Unit-III** **06 Credit**

- 3.1 **Differentiation concepts :** Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses
- 3.1 **Integration Concepts :** Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.

**Unit-IV**

- 4.1 Discounting, Compounding, and Annuity.
- 4.2 **Coordinate Geometry :** Direct Line, Quadrants and Coordinates, Coordinates of Mid-points, Distance between two points, Section Formula, External Division, Coordinates of Centroid, Area of a Triangle, Collinearity of Three points, Area of a Quadrilateral, Locus of a Point, The Straight Line, Slope or Gradient of a Straight Line, Different forms of Equations of a Straight Line, General Equation of a Straight Line, Intersecting Lines, Concurrent Lines, Angles between two Straight Lines, Tangent and Normal, Circle, Equation of Circle, Different Forms of Circle, General Equation of circle, Equation of Tangent to Circle, Equation of Normal to Circle, Equation of a Tangent to Circle in Slope form

**Unit-V** **06 Credit**

- 5.1 Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

**Text & References :**

- 1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
- 2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
- 3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,
- 4 D. C. Sancheti and V. K. Kapoor, "Business Mathematics", New Delhi: Sultan Chand and Sons.,

**Course Title :**  
**FUNDAMENTALS OF ENTREPRENEURSHIP**  
**AND NEW VENTURE PLANNING**

**Course Code : MBA/OEC- 212****Credit Unit : 2****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
2	0	0	2	50

**Course Objectives :**

To enable the students:

- To provide an upright insight into entrepreneurship.
- To develop entrepreneurship by developing skills, sharpening analytical analyses and enhancing understanding of business environment.
- To apply the theoretical concepts and techniques to real life problems
- To learn the cohesive process of creativity, risk taking and planning.
- To provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.

**Pre-requisites :** Understanding of the concepts of basic business functions namely marketing, finance, human resource management and operations

**Unit-I****04 Credit****The Entrepreneurial Development Perspective**

Definitions

Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager.

Attributes and Characteristics of a successful Entrepreneur

Role of Entrepreneur in Indian economy and developing economies

with reference to Self-Employment Development

Entrepreneurial Culture

**Unit-II** **04 Credit**

**The Beginning of Entrepreneurship**

The Entrepreneurial Origin

Creativity and entrepreneurship

Environmental Analysis - Search and Scanning

Identifying problems and opportunities

Defining Business Idea

Considering legal issues

**Unit-III** **06 Credit**

**Creating The Venture**

The business plan: role, structure and constituents, The Sub plans: Marketing Plan, Financial Plan, Operations Plan and HR Plan

**Unit-IV** **06 Credit**

**The Marketing plan**

Why it is the most important plan, Components of a good marketing plan -customer analysis, sales analysis and competition analysis, marketing research, marketing mix.

**Unit - V** **04 Credit**

**Sustaining and Growth**

Growth strategies (Ansoff Matrix), Role of mergers and acquisitions, Franchising, Exiting the business 4

**6 Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures** **06 Credit**

**Student Learning Outcomes**

**Students will be able to:**

- Conceive and execute innovative projects
- To be able to transform the creative ideas into commercially viable businesses.

- Will empower students with an understanding of issues facing entrepreneurs and will give them exposure to the skills involved in addressing issues of entrepreneurship.

**Text & References :**

1. Entrepreneurship: New Venture Creation - David H. Holt
2. Entrepreneurship - Hisrich Peters
3. The Culture of Entrepreneurship - Brigitte Berger
4. Project Management - K. Nagarajan
5. Dynamics of Entrepreneurship Development - Vasant Desai
6. Entrepreneurship Development - Dr. P.C.Shejwalkar
7. Thought Leaders - ShrinivasPandit
8. Entrepreneurship, 3rd Ed. - Steven Brandt
9. Business Gurus Speak - S.N.Chary
10. The Entrepreneurial Connection - GurmitNarula

**Course Title :**  
**MACRO ECONOMICS**

**Course Code : MBA/GEC-210**

**Credit Unit : 2**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
2	0	0	2	50

**Course Objectives :**

To enable the students:

- This course aims to introduce the students to the basic concepts of Macroeconomics.
- It teaches the Macroeconomics concepts that deal with the aggregate economy.
- This course discusses the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments.

**Pre-requisites:** Understanding of basic concepts of macroeconomics

**Unit-I** **06 Credit**

**1.1 Introduction to Macroeconomics and National Income Accounting**

Basic issues studied in macroeconomics; measurement of gross domestic product; income, expenditure and the circular flow; real versus nominal GDP; price indices; national income accounting for an open economy.

1.2 Balance of payments: current and capital accounts.

**Unit-II** **06 Credit**

**2.1 Money**

Functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy.

**Unit-III** **06 Credit**

**3.1 Inflation**

Inflation and its social costs; hyperinflation.

**Unit-IV**

**4.1 The Closed Economy in the Short Run**

Classical and Keynesian systems; simple Keynesian model of income determination; ISLM model; fiscal and monetary multipliers.

**5. Contemporary case studies of macroeconomics**

**06 Credit**

**Student Learning Outcomes**

**Students will be able to:**

- Understand the nature and concept of macro economics.
- Understand the concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments.

**Text & References:**

1. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
2. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.
3. Olivier Blanchard, Macroeconomics, Pearson Education, Inc., 5th edition, 2009.
4. Richard T. Froyen, Macroeconomics, Pearson Education Asia, 2nd edition, 2005.
5. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc., 7th edition, 2011.
6. Errol D'Souza, Macroeconomics, Pearson Education, 2009.
7. Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia, 9th edition, 2012.
8. Macroeconomics, Dwivedi D N, Tata MCGraw Hill
9. Macroeconomics, Theory and Applications, Gupta G S, Tata MCGraw Hill

**Course Title :****BUSINESS POLICY AND STRATEGIC ANALYSIS****Course Code : MBA-301****Credit Unit : 4**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Learn about the concept of business policy and strategy.
- Know the frame work and importance of strategic management.
- Know the strategic management process.
- Have an understanding of corporate vision and mission.
- Learn how a strategy operates at different levels of the organization.

**Pre-requisites :** Understanding of Business Policy and Corporate Strategy and how to use it practically.

**UNIT-I 09 Credit**

**1.1 Business Policy and Strategic Management :** Evolution and nature of Business Policy and Strategic Management, Concept of strategy, Strategic management process, Strategic management and strategic decision ( Strategic Gap analysis) Strategic Intent - Vision, Mission, Business definition

**Unit-II : Strategic Formulation and Appraisal 12 Credit**

**2.1 Environmental appraisal :** Need, Factor affecting external environment, Environmental appraisal and scanning through SWOT, ETOP profiles.

**2.2 Organizational Appraisal :** Factor affecting internal

environment, Diagnosing corporate capabilities through SAP , FAP profiles , Value chain analysis,

**Unit-III : Tools and Techniques of Strategic Analysis. 15 Credit**

**3.1 Competitive Analysis :** Porter's framework for analyzing competition, Generic competitive strategies, Competitive Advantages.

**3.2 Strategic Choice :** Generating alternative strategies, mergers and acquisitions, tools for selection decision, BCG Matrix, Hofer's Work, SPACE, GEC Model, Mintzberg'S power configuration, Mckinsey 7-s Framework.

**Unit-IV 12 Credit****4.1 Strategic Control and evaluation :**

Introduction, Definition, Process of strategic evaluation, strategic control and environmental factors, techniques of strategic evaluation and control, successful maintenance of strategic control.

**5. Contemporary case studies of Business Policy and Corporate Strategy in Human Resource Management****12 Credit****Student Learning Outcomes:****Students will be able to:**

- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
- Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

- Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage
- Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.

#### Text & References:

- **Azhar Kazmi** : Business Policy.
- **U.I. Khan** : Business Policy.
- **William F. Glueck** : Business Policy and Strategic Management, McGraw.
- **Ansoff J. I.** : Corporate Strategy, McGraw.
- **McCarthy et al** : Business Policy and Strategy, Irwin.
- **Prof. B.K Garg** : Business Policy and Strategic Management, ABC, Jaipur.

### Course Title :

## MANAGEMENT INFORMATION SYSTEM

**Course Code : MBA-302**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

#### Course Objectives :

To enable the students to:

- Understand the basic concepts of Information Systems applicable to Management
- Study the design and development of Management Information Systems
- Practice Data processing using MS-Excel and MS-Access

**Pre-requisites** : Understanding of Information system in management and how to use it practically.

#### UNIT-I

**12 Credit**

- 1.1 **Management Information System** : Definitions - Basic Concepts, Structure, function, Importance, nature and scope, classification, Frameworks - Major Trends in Technology, applications of Information Technology. Major types of Systems in Organizations - ESS, DSS, MIS, TPS.
- 1.2 **System & Design** : Systems Development, initiative, Different Methodologies - Life Cycle & Prototype approach detailed study on Life Cycle Designing & Implementation.

#### Unit-II

**12 Credit**

- 2.1 **Managerial Decision making** : process, problem solving techniques, how decisions are being supported, Simon's model, decision styles, group decision making, features of various CBIS, HRIS.

#### Unit-III

**06 Credit**

- 3.1 **Decision Support System** An Overview : Relevance scope of DSS, characteristics and capabilities of DSS, components of

DSS, classification of DSS, DSS Tools- DSS generators, Constructing a DSS, Steps in designing a DSS. Group Decision Support System (GDSS).

**Unit-IV 18 Credit**

**4.1 Database Management System :** Sources of data file environment & database environment, data models, relevance of relational data base, data base design in DSS.

**5. Contemporary case studies of MIS 06 Credit**

**Student Learning Outcomes:**

**Students will be able to perform following Lab Exercises**

- Practice the use of MS Excel Spreadsheet
- Practice the use of MS Access Database
- Graphs using MS Excel
- Application of Formula in MS Excel
- Breakeven Analysis using MS Excel
- Creation of Table in MS Access
- Calculation of Net Margin using MS Excel

**Suggested Readings:**

1. D P Goyal : Management Information System, Macmillan India Ltd.
2. CSV Murthy: Management Information System, Himalaya Publishing House.
3. Keen Pegter G.W.: Decision Support System an Organisational Perspective Addison - Wesley Publication.
4. Theierauff, Robbert J. Decision Support System for effective planning - Prentice Hall.
5. Krober, Donald W., and Hugh J. Watson Computer Based Information System, Newyork.
6. Davis L, Michael W. A Management approach - Macmillan Publishing Company, Prentice Hall, New Jersey.
7. W.S. Jawadekar : Management Information System
8. Jayan : Management Information System

**Course Title :  
BUSINESS LEGISLATION**

**Course Code : MBA-303**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

1. Learn about the concept of Business Legislation.
2. Know the framework and importance of Business Legislation.
3. Know the various law related with business.
4. Have an understanding of Business Legislation.

**Pre-requisites :** Understanding of Business Legislation and how to use in the field of management

**Unit-I 12 Credit**

- 1.1 **The Indian Contract Act, 1872 :** Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Break of Contract and its Remedies. Quasi-Contracts.
- 1.2 **The Sale of Goods Act, 1930 :** formation of a Contract. Rights of an Unpaid Seller.

**Unit-II 12 Credit**

- 2.1 **The Negotiable Instruments Act, 1881:** Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument.
- 2.2 **Limited Liability Partnership, 2008** Concept, Salient features, Nature of LLP Distinction between LLP and partnership, LLP and Company Extent and limitation of liability of LLP and its partners Conversion to LLP Winding up and Dissolution of the LLP

**Unit III 12 Credit**

3.1 **The Companies Act, 2013:** Company and its formation, Definition and Nature of Company, Advantages and Disadvantages of a Company, Promoters and preliminary contracts Types of Companies. (Meaning and Concepts Only)

Chartered Companies Statutory Companies, Registered companies under the Act Companies limited by shares, Companies Limited by guarantee, Private Company, Public Company, Producer Companies Formation of Companies with charitable objects ,

3.2 **Memorandum of Association and Articles of Association.**

Meaning , Concept, Clauses, effects of Memorandum and articles, Doctrine of Ultra Vires, Doctrine of Indoor Management, Doctrine of Constructive Notice. Memorandum of Association and Articles of Association. Prospectus.

Meaning When to be issued, When not required, Various kinds of prospectus, legal framework for issuance of Prospectus, Contents of Prospectus, Private Placements

**Unit-IV 12 Credit**

4.1 Consumer Protection Act and Cyber Laws. Main provisions of Consumer Protection Act and Cyber Laws

**5.1 Contemporary case studies of Business Legislation.**

**12 Credit**

**Student Learning Outcomes:****Students will be able to:**

- Demonstrate understanding of the brief idea about the frame work of Indian Business Legislation .
- Demonstrate understanding of the concept of business law and its sources and the ability to recognize it in real-world scenarios.

- Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios in the field of Business Legislation .
- Gain insights of general business law issues and topics to help become more informed, sensitive and effective business leaders. As the business managers are called upon to create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate

**Text & References:**

1. Avtar Singh. Company Law, Lucknow, Eastern, 1996.
2. Khergamwala, J.S. The Negotiable Instrument Acts. Bomaby, N.M.Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, S.K. Business Law for Managers. New Delhi, Sultan Chand, 1998.
6. Busines Law By S.S. Gulshan, Excel Books.
7. Legal System in Business by P. Saravanel, s. Sumathi, Himalaya Publishing House.
8. Mercantile Law by Arun Kumar. Atlantic Publishers & Distributors, New Delhi.
9. Kuchhal M.C. : Business Law, Vikas Publishing House
10. Tulsvan : Business Law ; Tata McGraw Hill
11. Garg & Chawala: Mercantile Law.
12. Legal & Regulatory aspects of Banking indian institute of Banking & Finance (Macmillan Education) Model -D.

**Course Title :**  
**INTERNATIONAL MARKETING**

**Course Code : MBA-304-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	04	100

**Course Objectives:**

To enable the students to:

- Understand the meaning and need and scope of international marketing.
- Make the students understand the contemporary practices of international marketing
- Discuss and apply emerging practices in the international marketing.
- Identify various techniques of international marketing and using it in appropriate contexts.
- To develop analytical abilities and exploit gainful business strategies
- Apply management skills and knowledge in a realistic international market

**Pre-requisites:** Understanding of international market and how to use it practically.

**Unit-I** **12 Credit**

1.1 **Framework of International Marketing** : Scope, International Marketing Vs. Domestic Marketing, Importance of International Marketing, Constraints in International Marketing - Tariff and Non-tariff Barriers. International Commodity Agreements.

**Unit-II** **12 Credit**

2.1 Export Import Policy, Recent trends in India's export trade,

Export Promotion Measures in India, Institutional Infrastructure for Exports.

**Unit -III** **12 Credit**

3.1 Identifying Foreign Markets, International Product Life Cycle, and Product planning for exports.

3.2 International Financial Institution: International Monetary Fund, International Bank for Reconstruction and Development, International Development Association, International Finance Corporation.

**Unit-IV** **12 Credit**

4.1 Methods and Terms of Payment, Documentary Bill, Documentary Credits, Letters of Credits, Irrevocable and Revocable Credit, Flowchart. ECGC, Pre-shipment and Post-shipment and Post-shipment Finance.

4.2 International Human Resource Management

**5. Contemporary case studies of International Marketing**

**12 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Understand the nature and procedure of international market
- Understand the process of international market
- Implement practically the policies of international market
- Develop a coherent and successful strategy to do global business

**Text & References:**

1. Balgopal: Export Management.
2. Kalipad Deb: Export Strategy in India
3. Walker: Export Practice and Documentation
4. Agrawal A.M.: India's Export Strategy

5. Philip R Cateora: International Marketing: Richard D Irwin
6. B.S. Rathore, J.S. Rathore: International Marketing: Himalaya Publishing House.
7. M.J. Mathew: Management of Export Marketing, RBSA Publishers, Jaipur
8. P.K. Srivastava: International Marketing (Hindi), Rajasthan Hindi Granth Academy Jaipur
9. Varshney and Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi.

**Course Title :****SALES AND DISTRIBUTION MANAGEMENT****Course Code : MBA-304-B****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives:**

The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed which incorporates understanding of various concepts, which the course aims to provide to the student participants

**Unit-I 15 Credit**

1.1 **Personal Selling and Marketing Strategy** : Objectives of Sales Management, Sales Management and control, Setting of Personal Selling Objectives, Determining Market Potential, Determining Sales Policies, Formulating Personal-Selling Strategy.

**Unit-II 12 Credit**

2.1 **Organising the Sales Effort** : Purpose of sales organisation, Setting-up a sales organisation - Basic types of sales organisation structures, field organisation of the sales management.

2.2 **Sales-Force management** : Personnel Management in the selling field, Recruiting and Selecting sales personnel, Planning and conducting Sales-Training Programmes, Motivating the Sales person, Sales meeting and sales contests, Compensating Sales Personnel.

**Unit-III 12 Credit**

3.1 **Operationalizing Sales Management** : Assigning sales personnel to territories, Evaluation and supervising sales

personnel, Performance standards and personal selling objectives, Controlling sales people through supervision.

3.2 **Controlling the Sales Effort** : The sales budget purposes and procedure, quotas, Types of quotas and quota setting Procedures, Administering the quota system, Non-use of sales quotas, Sales control and cost analysis.

**Unit-IV 09 Credit**

4.1 **Distribution Management** : An overview of Marketing Channels, Channel Intermediaries - wholesaling and Retailing, Logistics of Distribution, Organisational Patterns in Marketing Channels. Marketing Channel Policies, Information System & Channel Management, Assessing Performance of Marketing Channels, Emerging marketing Channels in Indian Scenario.

**5.1 Contemporary case studies of Sales and Distribution management. (12)****Student Learning Outcomes:****Students will be able to:**

Enhance knowledge about the concept and importance of Sales and Distribution

**Text & References:**

1. Still, Cundiff and Govani: Sales Management, Prentice Hall of India, New Delhi.
2. Thomas C. Wotmabaj: Sales management, Holt, Rinchart and Winston, New York.
3. James M. Comer: Sales Management, Goodyear Publishing Co., California.
4. P. Allen: Sales and Sales Management, Macdonald and Evans Ltd., London.
5. P.K. Srivastava: Marketing Management, Shiva Publishers, Udaipur.
6. P.K. Srivastava, Vipran Prabandh, 3rd Ed, 2008, Himalaya Publishing House, Mumbai
7. Garg & Chawala: Mercantile Law.

**Course Title :****MANAGEMENT OF INDUSTRIAL RELATIONS****Course Code : MBA-305-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	04	100

**Course Objectives :**

- Understand the meaning and need for concept of Industrial Relations
- Identify Various Techniques Of Industrial Relations, And Appropriate Contexts For Their Use.
- Use Fundamental Techniques Of Collective Bargaining.
- Resolve The Industrial Disputes As IR Manager.

**Pre-requisites :** Understanding of Industrial Relations and how to use it practically.

**Unit-I 09 Credit**

1.1 **Industrial Relations** : Meaning, Definition, Nature and Objectives; Approaches to Industrial relations; Unitarist, Pluralist and Marxist; John T. Dunlop's Three Action Theory(System approaches to IR), Contemporary issues in IR, Corporate Strategy and Industrial Relations.

**Unit-II 09 Credit**

2.1 **Industrial Disputes** : Nature and Causes, Types of Industrial Disputes , Industrial Disputes Act, 1947,

**Unit -III 15 Credit**

3.1 **Collective Bargaining** : Concept, Philosophy, Rationale and Process, Emerging trends in collective bargaining in India.

3.2 **Industrial Democracy** : Concept and Scope, Forms of Industrial democracy, worker's participation in Management in India, Experiences of UK, Yugoslavia, West Germany, Scandinavian countries and Japan in the realm of industrial democracy.

**UNIT - IV 15 Credit**

4.1 **Trade Unions** : Theories of Trade Unionism: Trade unionism in a developing economy, History of Trade Unionism in India, Present Position: Structure, Leadership (political influence and dominance), Recognition, Multiunionism, Worker's education, National Federations of Trade Unions, Trade Union Act, 1926.

**5. Contemporary case studies of Industrial Relations****12 Credit****Student Learning Outcomes :****Students will be able to :**

- Gain understanding of the functions and responsibilities of the IR manager,
- Utilize tools and techniques to be used in the performance of the managerial job.
- Analyze and understand the environment of the organization and trade union.
- Demonstrate effective team, communication, and technology skills.
- Integrate critical thinking as a foundation for effective decision-making.
- Demonstrate an understanding of the essential elements of current issues in the field of IR. .

**Text & References :**

1. Baldev R. Sharma: The Indian Industrial Worker, Vikas Publishing House.
2. R.B. Agrawal: Dynamics of Labour Relations in India, Book of Reading, Tata McGraw Hill.
3. Van D Kennedy: Unions, Employers and Government, Manakatalas, Bombay.
4. Charles A Myers and Rannapan: Industrial Relations in India,

Asia Publishing House, New Delhi.

5. CK Johri: Unions in a Developing Economy, Asia Publishing House.
6. Kudchedkar: Aspects of Personnel Management and Industrial Relations in India, Tata McGraw Hill Publishing Company, New Delhi.
7. Pramod Verma: Management of Industrial Relations, Oxford & IBH.
8. A.M.S. Varma: Industrial Relations, Himalaya, Bombay.
9. Bara Acts.

**Course Title :**  
**ORGANISATION DEVELOPMENT**

**Course Code : MBA-305-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

- To increase the level of self and group responsibility in planning and implementation
- To find synergistic solutions to problems with greater frequency and through which all parties gain more through co-operation than through conflict
- To increase the level of personal enthusiasm and satisfaction in the organisation
- To build-up the level of trust and support required as organisational members
- To solve problems instead of avoiding them
- To increase the openness of communication laterally, vertically and diagonally

**Pre-requisites :** Understanding of organisation development and how to use it practically

**Unit-I**

**09 Credit**

1.1 **Organisation Development** : Definition, Characteristics, Underlying Assumptions and Values of Organisation Development, Assumptions about People.

1.2 The Concept of System and Systems Terminology.

**Unit-II**

**09 Credit**

2.1 **Managing the Organisation Development Process** : Action Research: Process and Approach, History and Varieties of Action Research. Operational Components of Organisation Development: Diagnostic, Action and Process Maintenance Components of Organisation Development.

**Unit -III 15 Credit**

- 3.1 **Organisation Development Interventions** : Nature of Organisation Development Interventions, Classifications
- 3.2 Team and Inter Group Interventions, Personal, Interpersonal and Group Process Interventions.

**UNIT IV 15 Credit**

- 4.1 Third Party Peace Making, Process Consultation Interventions.
- 4.2 Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Likert's Management Systems, Grid OD, Contingency Theory of Lawrence and Lorsch, Structural Interventions, Management by Objectives: its Application and Appraisal.

**5 Contemporary case studies of organisation development (12)****Student Learning Outcomes:****Students will be able to:**

- Strengthen inter-personal trust, cooperation and communication for the successful achievement of organisational goals
- Encourage every individual to participate in the process of planning, thus making them feel responsible for the implementation of the plan
- Create a work atmosphere in which people in an organisation are encouraged to work and participate enthusiastically
- Create an environment of trust so that individuals willingly accept change

**Text & References:**

- WL French and CH Bell Jr: Organisation Development, Prentice Hall, New Delhi
- Alderfar: Organisation Development

- Recharad Beckhard: Organisation Development: Strategies & Models
- P.C. Tripathi: Organisation Change & Development, Sultan Chand, Delhi
- Kavita Singh: Organisation Change, Excel, Delhi
- Brown: An Experiential Approach to Organisation Development

**Course Title :****MANAGEMENT OF FINANCIAL SERVICES****Course Code : MBA-306-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Understand structure of finance of the country and services available.
- Understand the concept of different services and their benefits along with limitations.
- Assess the organizations with respect to its goodwill, performance and overall credibility.

**Pre-requisites :** Understanding of financial services.**Unit-I 09 Credit**

**1.1 Indian Financial System :** An Introduction - Recent issues & challenges in Financial System , Organisation Structure : An overview of Financial Markets, Financial Intermediaries, Financial Institution, and Financial Services.

**Unit-II 09 Credit**

**2.1 Financial Services :** Concept , Nature and Scope of financial Services, Risks in Financial Services, Emerging Trends in Financial Services.

**2.2 Fund Based Services :** Leasing and Hire Purchase , Housing Financial , Consumer Goods Financial , Bills Discounting, Overview of Insurance Services and Venture capital Financial , Credit Cards: Types , Advantages and Limitations.

**2.3 Non - Fund Based Services :** Stock Broking, Trading Mechanism in Stock Exchange, Merchant Banking : Nature , Services, General Obligations and Responsibilities, Credit Rating : Functions, Benefits and Disadvantages, General

Rating Methodology, Factoring, Mutual Funds, Asset Securitization.

**Unit III 15 Credit**

**3.1 Financial Intermediary :** Capital market and Money market

**UNIT IV 15 Credit**

**4.1 Regulatory Framework :** Relevant Provision of companies Act, 1957, Securities and Exchange Board of India Act and Insurance Regulatory Development Authority Act 1999, Regarding registration and conduct of services.

**5 Contemporary case studies of Management of Financial Services 12 Credit****Student Learning Outcomes :****Students will be able to :**

- Provide help and advice regarding financial services to institutes/ public.
- Guide to the correct place after assessing the requirement of investors.
- Declare overall status of companies with respect to different parameters to help people / govt. bodies.

**Text & References:**

1. **Khan M.Y. :** Indian Financial System, Tata McGraw Hill, New Delhi.

**Suggested Readings:**

1. **Machiraju H. R. :** Indian Financial System, Vikas Publishing House, New Delhi.
2. **Bhalla V. K. :** Management of Financial Services, Anmol Publishers, New Delhi.
3. **Pandey I. M. :** Financial Management, Vikas Publishing House, New Delhi.

**Course Title :**  
**SECURITY ANALYSIS & INVESTMENT  
MANAGEMENT**

**Course Code : MBA-306-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Get knowledge of stock market and its functions.
- Evaluate the securities with respect to returns , risks and to enlighten common people/ investors.
- Understand regulatory and control mechanism by Govt agency to ensure interest of investors and institutions.

**Pre-requisites:** Understanding of stock market & Securities.

**Unit-I** **09 Credit**

1.1 **Overview of Capital Market** : Market of securities; stock exchange and new issue market their nature, structure, functioning and limitations; Trading of Security equity and debenture/bonds. Regulatory mechanism; SEBI and their guidelines. Investor protection.

**Unit-II** **09 Credit**

2.1 **Risk and Return** : Total risk, security returns, systematic and unsystematic risk-qualifying portfolio risk and return, benefits of diversification.

**Unit -III** **15 Credit**

3.1 **Introduction to Portfolio Management** : Capital Asset Pricing Model (CAPM) model. BETA as a measure of risk and Arbitrage Pricing theory.

**UNIT -IV**

4.1 **Portfolio analysis** : diversification, portfolio risk and return -

Markowitz risk return optimization - Single index model - the Sharpe index model.

**5. Contemporary case studies of SECURITY ANALYSIS & INVESTMENT MANAGEMENT** **12 Credit**

**Student Learning Outcomes :**

**Students will be able to :**

- Understand the market scenario.
- Advice people / Organisation for investments at proper time and in appropriate securities
- Suggest action to be taken in case of fraud, mis-appropriation.
- Increase investor's awareness and education.

**Text & References:**

**Prescribed Text Book:**

1. Prasanna Chandra: Managing Investments, Tata McGraw Hill, New Delhi.

**Suggested Readings:**

1. J.C. Francis: Investment: Analysis & Management, Tata McGraw Hill, New Dalhi.
2. Sharpe, Alexander & Bailey: Investments, Prentice Hall, New Delhi.
3. VA Avdhani: Investment Management. Himalaya Publishing House, Mumbai.
4. Preeti Singh: Investment Management, Himalaya Publishing House, Mumbai.

**Course Title :****SECURITY AND CONTROL INFORMATION SYSTEM****Course Code : MBA-307-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	0	2	4	100

**Course Objectives:**

To enable the students to get an overview of information systems security, audit and control function. Threats, attacks and security technology measures. Legal, ethical and professional issues Planning for security.

**Pre-requisites :** Understanding of information system.**Unit-I 09 Credit**

1.1 **Introduction to Security :** Need for security and control, Risks to Information system data and resources, definitions of Information security, Computer crimes and virus, Internal control

**Unit-II 09 Credit**

2.1 **Types of Security :** Physical Security: Threat to security, Physical access, Fire and theft protection Environmental hazards. **Logical Security :** threats to security, Access control Identification, Authentication, Authorisation, Password control and management Access control software. Data Security: Threats to security, Access controls, Back-up and recovery strategies, Data input/ output control data encryption.

**Unit-III 15 Credit**

**Tele-Communication Security :** Physical security, Logical Access security, Dial-in access security, Network management control, Authentication protocols, Internet / Intranet/ extranet security; Computer Configuration and Operation Security Hardware / Software Security, Start up/ Shut down procedures, Journals, Back-up/ recovery strategies.

**Unit -IV 15 Credit**

4.1 Personal Security: Threats Security, Protection from people. Protection of employees: Security Planning: Risk and Security policy, Security management, Business continuity planning, Security audit.

**5. Contemporary case studies of security and control information system . 12 Credit****Student Learning Outcomes:**

Students will be able to:

- Examine the multiple layers of IS security in organizations.
- Analyze the risk management approach to information assets' security with respect to operational and organizational goals.
- Evaluate physical and logical security controls, and the automated approaches in IS security.

**Text & References:**

1. EDP, Auditing by Ron Weber
2. PC and LAN Security by Stephen Cobb
3. Enterprise Security Protecting information assets by Michel E. Kabey
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies
6. Internet Security by Derek Atkins et nl.

**Course Title :****ENTERPRISE RESOURCE PLANNING****Course Code : MBA-307-B****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to learn :

- Principles of business engineering.
- The guidelines for ERP implementation.
- Business modeling and ERP implementation.
- ERP models and its advantage

**Pre-requisites :** Understanding of Information System**Unit-I 09 Credit**

1.1 **Enterprise Resources Planning :** Evolution of ERP-MRP and MRP II-problems of system islands -needs for system Integration and interface-early ERP Packages- ERP products and Markets - opportunities and problems in ERP selection and implementation.

**Unit-II 09 Credit**

2.1 **ERP implementation :** Identifying ERP benefits team formation-Consultant intermentation; ERP-Process of ERP implementation-Managing changes in IT organization-Preparing IT infrastructure-Measuring benefits of ERP - Integrating with other systems; Post ERP.

**Unit-III 15 Credit**

**Modules in ERP :** Business Module of ERP Package; Reengineering Concepts: The emergence of reengineering concept - concept of business process- rethinking of processes - identification of re-engineering need - preparing for re-engineering - implementing change - change management - BPR & ERP.

**Unit -IV 12 Credit**

4.1 **Supply Chain Management :** The concept of value chain differentiation between ERP and SCM - SCM for customer focus need and specificity of SCM-SCM scenario in India - CRM solutions; E-Business; Introducing to I - Net technologies - Evolution of E-Commerce, EDI and E-Business - business opportunities basic and advanced business models on internet - internet banking and related technologies - security and privacy issues - technologies for E-Business. Future and Growth of E-Business.

**5. Contemporary case studies of ERP. 12 Credit****Student Learning Outcomes:**

Students will be able to:

- Understand how business engineering goes with information technology
- Apply ERP implementation technology
- Select the ERP models for the application.

**Text & References :**

1. Hammer, Micheal and Nakls Chamby, Reengineering the Corporation.
2. Leon, Alexix Countdown, Tata McGraw Hill.
3. Plak, Carol A. & Eli Schragenheim ERP, St. Lucie Press, NY.

**Course Title :**  
**LOGISTICS MANAGEMENT**

**Course Code : MBA-308-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to understand the various functions applicable to the operation of logistics and to perform effective logistic management.

**Unit-I**

**09 Credit**

1.1 **Logistics Management** - Introducing, Nature and Concepts Evolution : Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

**Unit-II**

**09 Credit**

2.1 **Customer Service** - Introduction, Nature, Concepts and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to and effective Customer Service Strategy.

**Unit-III**

**15 Credit**

3.1 **Inventory Management** : Introduction, Concept, types, Functions Elements of Inventory Costs; Inventory management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

**Unit -IV**

4.1 **Transportation** - Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model

Transport, Containerization, Selection of Transportation Mode.

**5. Contemporary case studies of logistic management.**

**12 Credit**

**Student Learning Outcomes :**

Students will be able to

- Design and create an excel solution to a business problem.
- Document and communicate solutions in a professional manner
- Utilise a broad range of end-user tools.

**Text & References :**

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management. 2nd Edition, copyright 2007. ISBN-13 : 978-0-07-294788-5
2. Donald J. Bowersox and David J. Closs, Logistical Management : The Integrated Supply Chain, Process, TMH,2003.
3. Edward J Bradi, John J Coyle : A Logistics Approach to Supply Chain Management, Ceengage, Learning, New Delhi, 2010.
4. D.K. Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010.
5. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, 2/e, Pearson Education, New Delhi 2009.
6. Rahul V Altekar : Supply Chain Management, PHI Learning Ltd, New Delhi, 2009.
7. K. Sridhar Butt: Logistics and Supply Chain Management, Himalaya Publishing, New Delhi, 2009
8. B. Rajashekhar, Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009.
9. R.P. Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.

10. Donald Waters : Global Logistics, Kogan Page, New Delhi, 2010.
11. Alane E Branch : Global Supply Chain Management and International Logistics, Routledge Publishers, New Delhi, 2009.
12. Narayan Rangaraj : Supply Chain Management in Competative Advantage, TMH, New Delhi, 2009.
13. 12, Anurag Sexena : Logistics and Supply Chain Management, Jaico Publishing House, New Delhi, 2009.

**Course Title :****PRODUCTION PLANNING AND CONTROL****Course Code : MBA-308-B****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to familiarize with various techniques useful for production planning and control.

**Unit-I****09 Credit**

1.1 History and Overview of Production Management: capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis.

**Unit-II****09 Credit**

2.1 Production systems. Type of production, Functions of production, planning and control, production procedure.

2.2 Sales forecasting: Nature and uses of forecast sources of data Forecasting techniques: Regression Methods, Moving average method Exponential smoothing method etc., forecast errors, adaptive response system. Bayesian method, the Box-Jenkins Model.

**Unit-III****15 Credit**

**Production Order :** Process charts, Production master programme breakdown production order and preparation of various cards like job cards like job card, materials requisition from inspection card etc.

**Unit-IV****15 Credit**

4.1 **Scheduling :** Forms of Schedules, Loading and Scheduling,

Basic scheduling problems: Flow production scheduling: job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.

**5. Contemporary case studies of production planning and control. 12****Student Learning Outcomes :**

Students will be able to understand production planning and control.

**Text & References:**

1. Arnold, J.R.T., Introduction to Materials management, Prentice Hall, 1996.
2. Bendoly, E. and Jacobs, F.R., Strategic ERP Extension and Use, Stanford Business Books, Stanford, CA, 2005.
3. Curran, T. and Keller, G., (with Ladd, A.), SAP R/3 Business Blueprint, Prentice-Hall, 1998.
4. Fogarty, D.W., Blackstone, J.H., and Hoffmann, T., Production and Inventory Management, South-Western Publishing, 1991.
5. Hiquet, B.D. and Kelly, A.F., SAP R/3 Implementation Guide: A Manager's Guide to Understanding SAP, Macmillan Technical Publishing, 1998.
6. Hopp, W.J. and Spearman, M.L., Factory Physics: foundations of Manufacturing Management, Irwin, 2001.
7. Keller, G. and Teufel, T., SAP R/3 Process-oriented Implementation, Addison-Wesley, 1998.
8. Narasimhan, S., Mcleavey, D.W. and Billington, P., Production Planning and control, Prentice-Hall, 1995.
9. Nicholas, j., Competitive manufacturing, Irwin/McGraw-Hill, 1998.
10. Silver, E.A., Pyke, D.F., and Peterson, R., Inventory Management and Production Planning and Scheduling, (3rd ed.), John Wiley & Sons, 1998.
11. Suzuki, K., The New Manufacturing Challenge - Techniques for continuous Improvement, The Free Press, 1987.

**Course Title :**  
**SUPPLY CHAIN MANAGEMENT**

**Course Code : MBA-309-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to provide a comprehensive analysis of the principles and practices of supply chain management

**Unit-I** **09**

1.1 **Introduction:** Basic Concept & Philosophy of Supply Chain Management; essential features, infrastructure, flows (cash, value and information), key issues in SCM benefits and case examples.

**Unit-II** **09**

2.1 **Inventory Management :** Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out/ working capital cost), lead time reduction, re-order point / re-order level fixation, exercises - numerical problem solving, ABC Analysis, SDE / VED Analysis.

**Unit -III** **15**

3.1 **Purchasing & Vendor Management :** Centralized and Decentralized purchasing; functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation single vendor concept, management of stores, accounting for materials, Just-In -Time & Kanban System of Inventory Management.

**Unit IV** **15**

4.1 **Logistics Management :** Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics outbound logistics-distribution and warehousing management.

4.2 **Recent Issues in SCM :** Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking -concept, features and implementation, Outsourcing-basic concept, value addition in SCM-concept of demand chain management.

**5. Contemporary case studies of Supply Chain Management**  
**12 Credit**

**Student Learning Outcomes:**

**Students will be able to:**

- Apply metrics in supply chains..
- Define the principles of scheduling and planning in supply chain management.
- Apply the principles of Strategic/Master planning of resource in supply chains.

**Text & References :**

1. G. Raghuram (I.I.M.A.) - Logics and Supply Chain Management Macmillan.
1. Emiko Bonafield - harnessing value in the Supply Chain, John Wiley; Singapor.
2. Dr. Gopal Krishnan - Material Management review, 2002 Pearson New Delhi.
3. R.G. Koragoankar -JIT Manufacturing
4. B.S. Sahay, Macmillan - Supply Chain Management
5. Sunil chopra & Peter Meindl : Supply Chain Management, Strategy Planning & Operations, 2nd Ed.
6. Rahul V. Altekar : Supply Chain Management, Concept & Cases
7. Chandra Bose : Inventory Management in Industry
8. P. Gopalkrishnan & M Sundaram : Material Management, An Integrated Approach

**Course Title :**  
**RETAIL MANAGEMENT**

**Course Code : MBA-309-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.
- Explain how retailers use marketing communications to build a brand image and customer loyalty.
- Understand the integration of merchandise management and supply chain strategies leading to excellent customer service

**Pre-requisites :** Understanding of retail market.

**Unit-I** **09 Credit**

- 1.1 **Overview of retailing environment and management :** Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change; Types of Retail Outlets, market structure and control; Planning and development.

**Unit-II** **09 Credit**

- 2.1 **Situational analysis :** Retail institutions by ownership; Retail institutions by store - based strategy mix; Web nonstore-based, and other forms of nontraditional customers; Promotional strategies.

**Unit -III** **15 Credit**

- 3.1 **Managing retail business :** Retail organisation and HRM; Operations management : financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality.

**UNIT - IV**

- 4.1 **Delivering the product :** Choosing a store location: Trading -

area analysis; Site selection: Store design and layout: Display. Retail Information Systems; Merchandise management and pricing: developing and implementing plans: People in retailing Out -of-store retailing: different types. The Internationalisation process; International retailing, Internationalisation and Globalisation.

**5. Contemporary case studies of Retail Management .**

**12 Credit**

**Student Learning Outcomes :**

**Students will be able to :**

learn how small and large retail organizations are structured, gain an understanding of basic retail operations, acquire knowledge of the various types of retailers, learn about multi-channel retailing, and consumer buying behavior. Students will also study retail marketing strategies, selecting store sites, and human resource challenges in retailing.

**Text & References :**

1. Berman B and Evans JR-Retail Management (Pearson Education, 2002)
2. Michael Lervy M and Weitz B W-Retailing Management (Tata McGraw Hill, 2004)
3. Newman AJ and Cullen P-Retailing; Environment and Operations (Vikas Publishing House, 2002)
4. Varley R and Rafiq M-Principles of Retailing Management (Palgrave, 2004)
5. Lamba - The Art of Retailing (Tata McGraw Hill, 2001)
6. Vedamani Gibson G - Retail Management - Jaico Publishing House, Mumbai
7. Arif Shekh & Kaneez Fatima Sadriwala; Retail Business, Himalays Publishing House, Mumbai
8. Arif Sheikh & Kaneez Fatima Sadriwala: The make, Himalays Publishing House, Mumbai.

**Course Title :**  
**GLOBAL DIMENSIONS AND LOGISTICS  
MANAGEMENT**

**Course Code : MBA-310-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Understand the meaning and need of strategic management and cross cultural sensitivities.
- Make the students understand the contemporary practices of logistics.
- Discuss and apply emerging practices in the Global strategic alliances.
- Identify various techniques and procedures of global alliances and using it in appropriate contexts.
- Develop analytical abilities and exploit gainful business.

**Pre-requisites :** Understanding of global trade its procedure and how to use it practically.

**Unit-I** **15 Credit**

- 1.1 **International Strategic** Management process, Environmental Scanning, Strategy formulation, Strategy Implementation, Evaluation and Control.
- 1.2 **Strategic Alliances** : Meaning, Rationale, Types, Trends in Alliances in New Competitive Environment, Strategic Alliance Failures, Managing Strategic Alliances.

**Unit-II** **12 Credit**

- 2.1 **Managing across cultures** : Cultural models, Hofstede's Cultural Dimensions, Trompenaars's 7d model.
- 2.2 **Communicating across cultures** : Communications

dimensions, Barriers to effective cross cultural communication, tips of effective communication across culture.

**Unit-III** **12 Credit**

**3.1 Logistics Management**

Logistics Framework- Concept, Objective and Scope  
Transportation, Warehousing, Inventory Management, Packing and Unitization, Control and Communication--Role of IT in Logistics, Logistics Service Firms and Third Party Logistics.

**Unit -IV** **12 Credit**

**4.1 International operations management**

Nature, International operations management versus domestic operations management, Sourcing and vertical integration, facilities location, standardization of production facilities, Contract manufacturing, supply chain management.

**5. Contemporary case studies of global Strategic alliances and logistics management.** **9 Credit**

**Student Learning Outcomes :**

**Students will be able to :**

- Understand the nature and procedure of global Strategic management.
- Understand the logistics process of global trade
- Develop a coherent and successful strategy to do successful global trading

**Text & References :**

1. KAswathappa, International Business, Mc Graw Hill
2. International Business, P Subba Rao, Himalaya Publishing House.
3. International Business, Francis Cherunilam , Himalaya Publishing House.
4. Subhash C Jain: International Marketing Management, CBS.

**Course Title :**  
**INTERNATIONAL BUSINESS -**  
**THEORY AND PRACTICE**

**Course Code : MBA-310-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to :

- Understand the meaning and need of international business
- Make the students understand the contemporary practices of international business.
- High light professional challenges that manager face in various organizations globally and discuss and apply emerging ideas and practices in the field of management.
- Identify various techniques of management, and appropriate contexts for their use.
- To develop analytical abilities and exploit gainful business opportunities.
- Apply skills and knowledge in a realistic international environment

**Pre-requisites :** Understanding of international business and how to use it practically.

**Unit-I** **15 Credit**

- 1.1 International marketing v/s Domestic marketing, international orientation -ERPG approach, international business intelligence, market selection.
- 1.2 International cultural environment, levels of culture, elements of culture, cultural adaptation, cultural shock, cultural lag and cultural traits.
- 1.3 International demographic environment, demographic factors and their impact on international business.

**Unit-II** **15 Credit**

- 2.1 International Product Decisions: Product Decisions, new product development, product strategies, Product Life Cycle.
- 2.2 International Promotion: Advertisement & Sales Promotion, Trade Fairs, Foreign Tours, Exhibitions.

**Unit-III** **25 Credit**

- 3.1 International Distribution: International Channel System, types of foreign intermediaries, factors influencing channel selection.
- 3.2 International Pricing Decisions, Factors affecting pricing, pricing methods, transfer pricing.

**Unit -IV**

- 4.1 Market Entry Strategies- Direct Exports, Indirect Exports, Licensing and Franchising, Sub-contracting, Joint Ventures, Turnkey contracts, Contract Manufacturing, Mergers and Acquisition Counter.

**5. Contemporary case studies of International Business**  
**20 Credit**

**Student Learning Outcomes:**

Students will be able to:

- Understand the nature and operation of international business
- Conduct research in order to identify existing problems of international market
- Implement & Develop a coherent and successful international business strategy.

**Text & References :**

1. Philip R. Kateora & John M. Hess: International Marketing.
2. Simon Majaro: international Marketing, George Allen & Unwin.
3. Fayer Weather: International Marketing, Prentice Hall.
4. Edward W Cundiff & Martin Hilger: Marketin gin he International Environment.
5. Rajan Saxena & MC Kapoor: International Marketing.
6. Warren J Keegan: Multi-national Marketing Management.
7. Subhash C Jain: International Marketing Management, CBS.
8. P.K. Srivastava: International Marketing - Rajasthan Granth Academy, Jaipur.
9. Varshney & Bhattacharya: International Marketing.

**Course Title :**  
**ENVIRONMENT & AGRI BUSINESS**  
**MANAGEMENT**

**Course Code : MBA-311-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to familiarizing with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business enterprises. Also a exposure to environmental management and ecological issues is oriented in the course.

**Unit-I 09 Credit**

1.1 **Introduction** : Concept and characteristics of business environment. An overview of various dimensions of business environment. Relevance of business environment to business. Economic environment of India: Pattern of, trends in and development strategies of economic development in India since independence.

1.2 **Role of agriculture in Indian economy.** Industrial growth in India. Broad features of India's industrial policy. Small-scale industries in India - their role in Indian economy and government policy. Role of public and private sectors in the economic development of India.

**Unit-II 09 Credit**

2.1 **Economic policies of the government** : Pricing Monetary and fiscal policies in India - their broad features and trends. Participative, regulatory and promotional roles of governments of India.

2.2 **Social and cultural environment in India** : Salient features of Indian society - class and caste structure of Indian society. Secularism in Indian society. Rural urban differences. Joint family system. Business participation in social and cultural affairs.

2.3 **Political and legal environment in India** : Political institutions in India - Legislature, Executive and Judiciary - A brief review of their functions. Indian constitution - fundamental rights and directive principles and their influences on Indian business. Centre-state relationships.

**Unit-III 15 Credit**

3.1 **Law of Contract** : Nature and elements of a contract. Offer and acceptance. Consideration, capacity to contract. Free contract.

3.2 **Laws relating to sale of goods** : Nature of contract of sale. Condition and warranties. The doctrines of Caveat Emptor. Transfer of ownership.

3.3 **Company law** : Formation of a company. Memorandum and articles of association. Nature and contents. Relevant provisions of MRTP Act, FEMA, SEBI.

**Unit-IV 15 Credit**

4.1 **Environment Management System** : EMS Standard. ISO 14000. Environmental auditing. Clearance/permissions for establishing an industry.

4.2 **Technological environment in India** : Trends in Technological Environment in India. In House R&D in Indian Industries. Technological collaboration and government policy. Ecological environment and sustainable development, current environmental issues and their impact on natural resources and human life,

4.3 **Economics and quantitative valuation environmental,**

pollution and wild life and associated socio-cultural aspect with special reference to developing countries. Ecoplanning concepts, environmental adding in pollution sources measurement and their control, industrial effluent treatment, case studies involving agricultural by products and industrials waste utilization.

### 5. Contemporary case studies of Agri Business management **15 Credit**

#### Student Learning Outcomes:

Students will be able to gain business skills in production, marketing and trading of agriculture products.

#### Text & References:

1. Introduction to Agribusiness Fundamental and Applications by Cliff Ricketts and Kristina Ricketts, Delmar Cengage
2. Introduction to Agribusiness by Cliff
3. Fundamentals of Agribusiness Finance by Ralph
4. Agricultural Economics and Agribusiness by Gail L. Cramer, Clarence W. Jensen and Douglas D. Southgate
5. Managerial Economics by Dominick Salvatore, Thomson

### Course Title :

## AGRI BUSINESS AND RURAL MARKETING

**Course Code : MBA-311-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

#### Course Objectives :

To enable the students to help them in gaining a deeper understanding of the various marketing factors influencing Indian business enterprises. Also a exposure to marketing management issues is oriented in the course.

#### Unit-I

**09 Credit**

- 1.1 Marketing, marketing mix; marketing strategy; marketing in developing economy; planning marketing mix; market segmentation-concept and bases; marketing organisation; marketing research and its applications; determinants of consumer behaviour; models of consumer behaviour and Indian Consumer environment. Product management: Product management process and decisions; product portfolio; product planning system; product life cycle :

#### Unit-II

**09 Credit**

- 2.1 **organizing for new product development**; new product development and product management-diffusion of innovation, approaches, generation, screening and development of new ideas; evaluation of ideas; test marketing and new product launch; branding and packaging decisions; management of processing of major farm products.
- 2.2 **Promotional Management** : Promotional scene in India; marketing communication process; planning, managing & evaluations promotional strategy; managing sales promotion; advertising planning and execution; personal selling; sales organisation, managing sales force-selection, recruitment, compensation, monitoring and controlling, planning sales

efforts-sales displays, sales forecasting, sales budgets control.

**Unit-III 15 Credit**

3.1 **Distribution Management** : Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries; distribution analysis, control and management; management of handling, storage and transportation of food products; quality management in distribution in distribution system. Pricing Policies and Practices-determinants of pricing, pricing methods: objectives of pricing policy pricing over the life cycle of the product; price discounts and nonprice competitions.

**Unit-IV 15 Credit**

4.1 Demand and supply scenario of major agro inputs seed, fertilizers, agrochemical tractor and other farm machines, production organisation; new products development and marketing; product introduction; branding and packaging, formulation of marketing strategy, planning, market plan implementation: management of market promotions-advertising, personal selling, sales promotions and publicity, sales force management; management of distribution system; pricing agro inputs; and information system for input marketing.

**5. Contemporary case studies of Agri Business management. 12 Credit**

**Outcomes :**

Students will be able to gain business skills in production, marketing and trading of agriculture products and develop ample business and management skills in agriculture sector.

**Text & References :**

1. Introduction to Agribusiness Fundamental and Applications by Cliff Ricketts and Kristina Ricketts, Delmar Cengage

2. Introduction to Agribusiness by Cliff
3. Fundamentals of Agribusiness Finance by Ralph
4. Agricultural Economics and Agribusiness by Gail L. Cramer, Clarence W. Jensen and Douglas D. Southgate
5. Managerial Economics by Dominick Salvatore, Thomson
6. Industrial Marketing by Francis Cherunilam  
Introduction to Marketing by Adrian Palmer

**Course Title :****FUNDAMENTAL OF ENTREPRENEURSHIP****Course Code : MBA-312-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to expose the students to basics of entrepreneurship. The objectives of this course are to enable the learner to understand the various aspects of entrepreneurship such as the role of entrepreneurship in national development; identify steps in planning and organizing an entrepreneurial venture; understand the tasks and activities of an entrepreneur at different stages of the life cycle of a venture; and evaluate and solve problems involving entrepreneurship.

**Unit-I 09 Credit**

1.1 Role of Entrepreneurship in the Economy, planning and organizing and Entrepreneurial Venture;

**Unit-II 09 Credit**

2.1 Life Cycle of and Entrepreneurial Venture; Business Research and Planning;

**Unit-III 15 Credit**

3.1 Tools and Techniques to know the feasibility of a Venture;

**Unit-IV 15 Credit**

4.1 Steps in Planning and Organizing and Entrepreneurial Venture and Managing Growth and other Challenges that Arise in and Entrepreneurial Venture.

**5. Contemporary case studies of Entrepreneurship****12 Credit****Learning Outcomes At the end of the Course**

The student would be able to:

- Discuss how entrepreneurship fits into the business environment.
- Explain the process used to launch an entrepreneurial venture.
- Apply techniques and tools that can be used to research the feasibility of and entrepreneurial venture. " Demonstrate knowledge of the fundamentals of entrepreneurship
- Assess the steps in planning and organizing an entrepreneurial venture

**Course Title :****SUCCESSION PLANNING AND MANAGEMENT****Course Code : MBA-312-B****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to understand the significance of succession planning and management is highlighted in recent studies and report on the decline in fortunes of many family businesses in India. The course addresses issues of understanding the inter-generational and intra-generational dynamics in family business management and helps in identify and train successors in family business.

**Unit-I 09 Credit**

1.1 **THE FAMILY IN BUSINESS** : Characteristics Family culture and impact on business; Communication in Family Business.

**Unit-II 09 Credit**

2.1 Life Cycle of and Entrepreneurial Venture; Business Research and Planning;

**Unit-III 15 Credit**

3.1 **CHALLENGES IN TRANSITION** : Siblings and cousins: Issues and Challenges; Conflict resolution and management; Succession management and sustainable competitive advantage:

**Unit -IV 15 Credit**

4.1 **FAMILY BUSINESS IN TRANSITION** : Managing Change: Adapting to the future; The Changing role of women in Family business; Professionalization of family business; Lessons from longrunning family businesses.

**5. Contemporary case studies of Entrepreneurship****12 Credit****Learning Outcomes At the end of the Course**

The student would be able to:

- Appreciate the need to separate business, family and ownership issues.
- Create a family business Governance Structure.
- Incorporate relevant changes in family business Strategy implementation.

**Course Title :**  
**CORPORATE PLANNING AND STRATEGIC  
MANAGEMENT**

**Course Code : MBA-401**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- To apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas. This paper will enable the students to create, execute and evaluate different strategies in their everyday life as managers.
- To integrate the functional courses which form the rest of the MBA programme;
- To introduce strategic management concepts and cases;
- To understand the concepts and contexts of strategic management process;
- To reflect on strategic management concepts in the context of your own experiences and to share this learning with the class;
- To be aware of competing arguments behind a number of strategic approaches.
- To be able to analyze and synthesize strategic management issues.

**Pre-requisites :** Understanding of strategic management and how to use it practically.

**Unit-I** **09 Credit**

- 1.1 **Introduction :** Meaning, needs and benefits of Strategic Management: Elements of Strategic Management, process of Strategic Management, limitation of Strategic Management.

**Unit-II** **12 Credit**

- 2.1. **Concept of Core Competence :** Capability and organizational learning, Resource Based view.
- 2.2 **Strategy formulation :** Corporate level strategies, business level strategy, functional level strategy.

**Unit-III** **09 Credit**

- 3.1 **Implementation of Strategy :** aspects of strategy implementation, structural implementation, behavioral implementation, functional implementation, procedural implementation, resource allocation.

**Unit-IV** **15 Credit**

- 4.1 **Strategy evolution and control :** Meaning of strategy evolution and control, Criteria And Techniques of Strategy Evolution and Control.
- 4.2 **Chief Executive and Board :** Role in Strategic Management, Task style and Role of strategic leaders, organizational values and their impact of strategy
- 5.1 Contemporary case studies of corporate planning and strategic management** **15 Credit**

**Student Learning Outcomes:**

Students will be able to:

- The complexity of strategic management in firms;
- A knowledge of key concepts associated with strategic management process;
- Different perspectives for managing strategically;
- The current issues being faced by strategic managers
- The ability to manage and synthesize relevant information about firms in a clear, sound and explicit way;
- Broad, integrative thinking;
- The ability to use management concepts to produce persuasive conclusions about real firms

- Ability to apply theories and models to new environments and contexts Ability to evaluate and critique business theories and models

**Text & References :**

- Chakravorty, S.K. Managerial Transformation Through Values, New Delhi, Sage, 1993.
- David Ferd. Strategic Management, 7th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
- Drucker, Peter F. The Changing World of the Executive. New York, Time Books, 1982.
- Hamel, G. and Prahalad, C.K. Competing for the Future. Boston, Harvard Business School Press. 1994.
- Jemison, D.B. and Haspeslagh, P.C. Managing Acquisitions: Creating Value through Corporate Renewal, New York, Free Press, 1991.
- V.S.P. Rao, V. Harikrishna 'Strategic Management', Excel Books.
- Rama Swami, Nama Kumari, "Corporate Policy". Strategic Planning formulation of corporate strategy-McMillion Business Books.
- Strategic Management - Upendra Kachru, Excel Books.
- Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill

**Course Title :**

**STARTUP AND NEW VENTURE MANAGEMENT**

**Course Code : MBA-402**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
4	1	0	5	100

**Course Objectives :**

To enable the students to

- Successfully launch a new venture, recognize entrepreneurial opportunities, and instill a spirit of entrepreneurship to make a successful career through self employment.
- Equip new entrepreneurs for a successful launch of a new venture.

**Pre-requisites :** Understanding of fundamentals of entrepreneurship.

**Unit-I**

**12 Credit**

- 1.1 Concept and Definitions :** Entrepreneur and Entrepreneurship, Entrepreneurship and Economic Development, A Typology of Entrepreneurs.
- 1.2 Entrepreneurial Competencies :** The Entrepreneur's Role, Task and Personality.
- 1.3 Entrepreneurial Skills :** Creativity, Problem Solving, Decision-making, Communication, Leadership Quality; McClelland's N-Ach Theory, Self-analysis, Personal Efficacy, Culture and Values, Risk-taking Behaviour, Technology Backup.
- 1.4 Factor Affecting Entrepreneurial Growth :** Economic, Non-economic Factors, EDP Programmes, Entrepreneurial Training.
- 1.5 Traits/Qualities of an Entrepreneurs :** Entrepreneur; Manager versus Entrepreneur, The Early Career Dilemmas of an Entrepreneur, Defining Survival and Success,

Entrepreneurship as a Style of Management, The Entrepreneurial Venture and the Entrepreneurial Organisation, Entrepreneurial Process.

- 1.6 **Steps of Entrepreneurial Process** : Deciding - Developing - Moving - Managing - Recognising.

**Unit-II 12 Credit**

- 2.1 Opportunity/Identification and Product Selection: Entrepreneurial Opportunity Search and Identification.
- 2.2 Product Selection: Criteria to Select a Product.
- 2.3 Conducting Feasibility Studies: Project Finalization, Sources of Information.
- 2.4 Entry Strategies: New Product, Franchising, Partial Momentum, Sponsorship and Acquisition.
- 2.5 Intellectual Property: Creation and Protection.

**Unit-III 12 Credit**

- 3.1 Small Enterprises and Enterprise Launching Formalities: Definition of Small Scale, Rationale, Objective, Scope, Role of SME in Economic Development of India, SME, Registration, NOC from Pollution Board, Machinery and Equipment Selection.
- 3.2 Project Report Preparation: Specimen of Project Report, Project Planning and Scheduling Using Networking Techniques of PERT/CPM, Methods of Project Appraisal - Economic Viability and Market Feasibility, Requirements of Financial Institutions, Projected Financial Statement Preparation.

**Unit-IV 12 Credit**

- 4.1 Role of Support Institutions and Management of Small Business: Director of Industries, DIC, SIDO, SIDBI, Small Industries Development Corporation (SIDC), SISI, NSIC, NISBUED, State Financial Corporation SFC.
- 4.2 Information: Assistance from Different Organisations in

Setting-up a New Venture, Technology Parks, Industrial Corporations, Directorate of Industries/Cottage and Small-scale Industries, SISI, Khadi and Village Industries Corporation/Board.

- 4.3 DGS and DNSIC, Export and Import, How to Apply for Assistance - Procedure, Forms, Procedures for Obtaining Contract from Railways, Defence, P&T, etc., SIDBI.
- 4.3 Laws: Liabilities under the Factories Act, Shops and Establishment Act, Industrial Employment (Standing Orders) Act, Environment Protection Act, Sale of Goods Act, Maintenance and Submission of Statutory Records and Returns, Understanding Labour-Management Relationship.

**5.1 Contemporary Case Studies of Successful/Unsuccessful Entrepreneurs 12 Credit**

**Student Learning Outcomes:**

Students will be able to understand the principles of entrepreneurship and the process by which new ventures are conceived, launched, and developed in the competitive market.

**Text & References :**

1. Startup and New Venture Management , Dr. Jyoti Gogte , Vishwakarma Publication
2. Startup & New Venture Management By Dr. Atul Kapdi, Thakur Publication
3. Startup and New Venture Management, Sharp Publications Pvt Ltd.
4. Startup and New Venture Management ,Dr. E B Khedkar , Dr. Yogesh M Gosavi , Dr. Kuldip S Charak ,Success Publication

**Course Title :****ADVERTISING & BRAND MANAGEMENT****Course Code : MBA-403-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- Understand Advertising and Brand Management
- To introduce students to the main subfields and basic modern concepts/ideas, theoretical models in Advertising
- Develop professional communicative competence in the field of advertising.
- To understand the communication process of advertising, marketing research, campaign strategies, budgets, creative process in advertising.
- To prepare the student for the challenges of building, protecting and strengthening a brand.
- Understand branding from across a range of different industries and it's relevance in managerial, entrepreneurial, not for profit and government sectors.
- Have the knowledge of all the key areas of brand management including brand building, brand strategy, brand positioning and brand extension.

Pre-requisites : Understanding of advertising and brand and its management.

**Unit-I** **09 Credit**

- 1.1 Role of advertising in marketing process, communication and persuasion process, integrated marketing communication, steps in planning and executing an advertising campaign.
- 1.2 Setting advertising objectives, The DAGMAR Approach, Segmentation and positioning Strategies.

**Unit-II** **12 Credit**

- 2.1 Media : Media Characteristics, types of media, Setting advertising budgets, media class vehicle and option decisions, Building of advertising programme, Message, Headlines, Copy, Logo, Illustration, Appeal and Layout.
- 2.2 Advertising Research: Motivational Research, Copy Research, and Measurement of Advertising Effectiveness.

**Unit-III** **09 Credit**

- 3.1 Understanding Brands: Evolution of Brands, The Product and the Brand, Brand Perspectives, Anatomy of a Brand. Brand Personality, Brand Image, Brand Identity and Brand Constellation.
- 3.2 Brand Equity: Definition, Value of Brand Equity to Customers & Marketers.
- 3.3 Brand and consumers: The buying Decision, Consumer Involvement & Decision-Making, Evaluative Criteria and Decision Rules.

**Unit-IV** **09 Credit**

- 4.1 Managing Brands: Brand Creation, Making Brands Succeed, Brand Extensions and Line Extensions, Brand Extendibility, Managing Brand Image, Maintaining Desired Brand Associations, Brand Revitalization, Brand Elimination.
- 4.2 Brand Equity: Definition, Value of Brand Equity to Customers & Marketers.
5. **Contemporary case studies of Advertising and Brand Management** **06 Credit**

**Student Learning Outcomes :**

Students will be able to understand

- To demonstrate a working knowledge of the following areas associated with the advertising industry: Target marketing, media strategies, use of electronic media, outdoor media, and print media.

- To define the role advertising plays in the marketing mix, how it interacts with other elements of that mix, and how its success or failure is frequently related to other marketing factors.
- Understand the nature and operation of brands
- Conduct research in order to identify existing brand equity
- Implement brand positioning
- Develop a coherent and successful brand strategy

#### Text & References :

1. David a Aakar, Rajeev Batra & John A Mayers: Advertising Management, Prentice Hall of India, New Delhi
2. S A Chunawalla & K C Sethia: Foundations of Advertising Theory and Practice, Himalaya Publication House, Mumbai
3. Boyd and Newman: Advertising Management, Taraporawala, Mumbai
4. Saddage and Fry Burger: Advertising: Theory & Practice, (Rich & Irwin)
5. Winter, Wright & Zeigler: Advertising Management
6. Jack Haskins: Advertising Research & Testing
7. Aaker, David,. A. Managing Brand Equity, New York, Free Press, 1991.
8. Cowley, Don. Understanding Brands, London, Kogan Page, 1001.
9. Czemiawski, Richard D. & Michael W. Maloney, Creating Brand royalty, AMACOM, NY, 1999.
10. Kapferer, J.N. Strategic Brand Management, New York, Free Press, 1992.
11. Murphy, John a., Brand Strategy by. Cambridge, The Director Books, 1990.
12. Steward, P. Building Brands Directly, London, MacMillan, 1996,.
13. Upshaw, Lyhh B. Building Board Identity: A Strategy for success in a hostile market place, New York, John Wiley, 1995.
14. Verma Harsh V. Brand Management, New Delhi, Excel Books, 2002.

### Course Title :

## MARKETING CHANNELS : A MANAGEMENT VIEW

**Course Code : MBA-403-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

#### Course Objectives :

- To understand the core concepts and theories of the distribution aspect of marketing
- To understand the various formats of channels.
- To know the management of marketing channels, understanding the structure and integration as well as managing members and their conflicts.
- To know the channel management, relationship marketing and the role of technology as marketing channels move into the 21st century.

**Pre-requisites :** Understanding of Marketing Channels its structure and how to use it practically for strategic development and competitive advantage.

#### Unit-I

**09 Credit**

##### 1.1 Marketing channel concept

Concept of marketing channel, Marketing channels and marketing management strategy, Channel Strategy versus logistics management, flows in marketing channels, distribution through intermediaries, Channel structure.

#### Unit-II

**12 Credit**

2.1 Channel participants: Producers and Manufacturers, Intermediaries,

Behavioral processes in Marketing channels: Conflict in the marketing channel and its management.

**Unit-III 09 Credit**

3.1 Logistics and channel management: Role of logistics, logistics systems, components and costs, Transportation, Material handling, order processing, inventory control warehousing and packaging.

**Unit-IV 06 Credit**

4.1 Electronic marketing channels: Structure, Developments and trends in electronic marketing channels, Advantages and Disadvantages, Electronic marketing channels.

**5.1 Contemporary case studies of Marketing Channels****06 Credit****Student Learning Outcomes:**

Students will be able to

- Understand the concept and working of marketing channels.
- Understand the process of logistics.
- How to design, develop, maintain and manage effective relationships among worldwide marketing channels to achieve sustainable competitive advantage.

**Text & References :**

1. Marketing Channel: A Management View, Bert Rosenbloom, G Behrens Ulrich, Cengage Learning, Dryden Press Series.
2. Marketing Channels, Dinesh Kumar, Oxford University Press.
3. Marketing Channels, Anne Coughlan, Iren Anderson, Louis W Stern, Adel El Ansary, Pearson New International Edition

**Course Title :****DERIVATIVE SECURITIES AND REGULATORY FRAMEWORK****Course Code : MBA-404-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students

- To understand derivatives and risks involved in them.
- Analyze market trends for future period.
- Assess the overall market trend currently and predict future implications.

**Unit-I 09 Credit**

1.1 **Introduction to derivative securities** : Derivative securities and risk management; an overview of selected derivative securities-Futures, Forwards, Options, Hybrid securities, Hedging; Risk management techniques for trading in derivative segment.

**Unit-II 06 Credit**

2.1 **Conceptual understanding of forward and Futures market:** Main distinctions between Forward and Futures Contracts, Forwards prices and Futures Prices.

**Unit-III 09 Credit**

3.1 **Introduction to options and swaps** : Options ,Concept of Options, Options Terminology, Distinction between Options and futures Contracts ; Single period Options- Call & Put with their Payoff ; Multi -period options , Caps Floors, Collars, Captions , Swaptions; Option Pricing Models- Determinants of Option Prices, The Black -Scholes Option Pricing Model along with its assumption and Binomial option Pricing Model.

3.2 Swaps: Interest Rate Swaps , Currency Swaps and equity Swaps ;Interest Rate Swaps- Features of Interest Rate Swaps, Types of Interest Rate Swaps and Computation of Plain vanilla Swap; Currency Swaps - Types of Currency Swaps and Computation of Currency Swap.

**Unit-IV** **09 Credit**

4.1 Regulation of Financial Derivatives in India: Structure of the Market, Securities 'Listing and Grouping, Derivatives Regulations in India Stock Market , Genesis of Regulation in financial Derivatives ; Risk containment Measures in Indian Derivatives Market Recommendations of Dr. J R Varma Committee.

**5.1 Contemporary case studies of derivative securities**  
**09 Credit**

**Student Learning Outcomes :**

Students will be able to

- Work in an environment of challenging financial aspects.
- Help the client in developing financial planning.

**Text & References :**

1. John C Hull , Options , Futures and Other derivatives , Pearson Education , 7th Edition 2007
2. S L Gupta , Financial Derivatives ( Theory , Concepts and Problems ), PHI , 1st Ed.,2009

**Course Title :**

**PROJECT PLANNING, ANALYSIS & MANAGEMENT**

**Course Code : MBA-404-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to :

- Analyze a project regarding financial, technical, time and return aspects.
- Manage project at all major stages.

**Unit-I** **09 Credit**

1.1 Project Identification and Formulation: Overview of Project Classification: Industrial & Non-Industrial Projects, High, Low & Conventional Technology Projects, large, Medium & Small Size Projects, Modernization, Replacement, Expansion & Diversification Projects, Private, Public & Joint Sector Projects; Projects Life Cycle, Sources of Project Identification, Macro and Micro Environmental Factors affecting Projects; Project Formulation: Pre-feasibility study, Feasibility Study and Detailed Project Report.

**Unit-II** **09 Credit**

2.1 Project Appraisal: Different types of Project Appraisals: Technical, economic, Organizational, Commercial and Financial Appraisal; Criteria for Project Appraisals: Pay Back Period, Accounting Rate of Return, Net Present Value and Internal Rate of Return. Treatment of Risk and Uncertainty: Sensitivity Analysis and probability Approach.

**Unit-III** **09 Credit**

3.1 Social Cost Benefit Analysis(SCBA): Rationale for Social Cost Benefit Analysis; UNIDO, LM and INDIAN Approaches to Social Cost Benefit Analysis; Shadow Prices of Traded goods,

Non-traded goods, Labor, Foreign Exchange; Adjustment for Merit Demerit goods, Social Discount Rate.

**Unit-IV** **09 Credit**

4.1 Management of Projects: Forms of Project Organizational Project Planning, Project control; Use of Network Techniques: CPM and PERT; Resource Scheduling, Project Follow-up & Initial Review, Human Aspects of Project management, Administrative Aspects of Project Management.

**5.1 Contemporary case studies of project management**

**06 Credit**

**Student Learning Outcomes :**

Students will be able to

- Prepare a project report for mgmt. to decide for its implications/ withdrawal.
- Completely analyze the project outcomes.

**Reference Books :**

1. Prasana chandra: Project Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill, New Delhi
2. Vasant Desai: Project management, Himalaya Publishing House, Mumbai.
3. S. Chaudhary: Project management, Tata McGraw Hill, New Delhi
4. M. Mohsin: Project Planning & Control, Vikas Publishing House, New Delhi.

**Course Title :**  
**COMPENSATION MANAGEMENT &  
LABOUR WELFARE**

**Course Code : MBA-405-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students impart knowledge of compensation and labour welfare .

**Unit-I** **09 Credit**

1.1 **Compensation Management** : Objectives, Corporate Considerations in Compensation Management: Cash and Non Cash Plan, components of compensation package, Variable Influencing Fixation of job Price in India, Recent Trends (Global Approach) in Compensation management , Working of Wages Fixation Machinery , Wage Boards, Pay Commissions .

**Unit-II** **09 Credit**

2.1 **Legal Frame Work of Compensation Management in India:** The Main Provisions of the Payment of Wages 1936, The Minimum Wages Act, 1948 and the payment of Bonus Act, 1965.

**Unit-III** **09 Credit**

3.1 **Labour Welfare** : Concept, Objectives, Principles and Theories of Labour Welfare; Emerging Concept of Employee Welfare, Types of welfare services. Functions and role of ILO in Welfare of working Class people. Social Security: Meaning, definition and Objectives, Social Assistance and Social Insurance, A critical appraisal of social security in India.

**Unit-IV** **09 Credit**

4.1 **Principle Social Security Laws in India** : Objectives

Administrative Structure and the main provisions of the Employees Compensation Act 1923, The Employee State Insurance Act 1948, The provident Funds and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972 and The Maternity Benefits Act 1961 Equal remuneration act. 1976

### **5.1 Contemporary case studies of Compensation Management** **06 Credit**

#### **Student Learning Outcomes :**

Students will be able to understand various laws of Compensation Management.

#### **Text & References :**

1. Principles of Wage Determination: T.S. Papola, Somaiya Publications, Mumbai
2. Wage Issue in a Developing Economy: An Indian Experience: F.A.J. Foneeca, Oxford university Press, Delhi.
3. Income Policy and Industrial Relations: C.K. Johri, Shri Ram Center for Industrial relations, Delhi.
4. Wage in India: K.N. Sugramanian, Tata McGraw Hill Publishing Co., Delhi.
5. Incentive Payment System: R. Marriott, Staples Press, London
6. New Concept in Wage Determination: Georcew, Taylor and John T Dunlop.
7. Wage Incentives: Theory & Practice: G.K. Suri, Shri Ram Centre for Industrial Relations, New Delhi
8. Executive Compensation: K.K. Anand, Madras Management Association
9. Report of Committee on Wages, Income and Prices Policy 1978
10. Bare Acts.

11. Aspects of Labour Welfare and Social Security: A.M. Sarma, Himalaya, Bombay.
12. Labour Welfare in India: K.N. Vaid, Shri Ram Centre for Industrial Relations, Delhi.
13. Chawla & Garg: Industrial Law
14. P.L. Malik: Text book of Industrial Law

**Course Title :****HRD: APPROACHES AND STRATEGIES****Course Code : MBA-405-B****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to:

- The aim of this course is to impart knowledge for development human resources in an organization.
- Human resource development can support the goal of creating a high-performance work system.
- HRD must ensure that the organization creates a culture and provides equal opportunities to all employees in matters of career planning, promotion, quality of work life, training and development.
- Employability means the ability, skills, and competencies of an individual to seek gainful employment anywhere.
- This can help the employees to adapt themselves to organizational change that takes place on a continuous basis.
- To promote justice and social cohesion through improved equity in the provision and outcomes of education and skills development programmes; and
- To substantively improve national economic growth and development through the improved competitiveness

**Pre-requisites :** Understanding of Human Resource development and how to use it practically.**Unit-I 15 Credit**

- 1.1 **Concept of Human Resources development :** Meaning, Definition, Features, scope, Needs for HRD, functions, process and Objectives of HRD, techniques of HRD - HRD Mechanisms or HRD Instruments, HRD outcomes, HRD in

India: current scenario.

- 1.2 **Functions of HRD managers** - Attributes of an HRD manager

- 1.3 **Strategic Planning** - Basis for HRP

**Unit-II 15 Credit**

- 2.1 **Career Planning and Development :** Career Planning - Meaning, Need for, Process and succession planning.

- 2.2 **Career Development** - Steps Involved Career development system ,Career Development actions , advantages of Career planning and Development for individual and organization

- 2.2 **Training for Employment Development :** Meaning and definition, Training Objectives, Need and ,Importance , Steps in systematic Training Plans, training methods for operatives, and Evaluation of Training and Development.

**Unit-III 09 Credit**

- 3.1 **Management Development :** Concept, Need, Objectives and Components of MDP, Process of Executive Development, Techniques of MDP, Conduction of MDP - Role of Program co-ordinator, Trainee and Top Management.

**Unit-IV 09 Credit**

- 4.1 **HRD and Quality Issues :** Concept of Quality of work Life( QWL), specific issues in QWL, QWL and Productivity,

- 4.2 **Quality Circles :** meaning, objectives and organizational structure of quality circles, benefits of quality circles.

- 4.3 **Total Quality Management :** Meaning, Definition and core concepts of TQM, Human Resources development and TQM, HRD and Future Challenges.

**5.1 Contemporary case studies of human resource development 12 Credit****Student Learning Outcomes :**

Students will be able to:

- Analyze critically business issues considering economic, political, psychological, quantitative and legal perspectives.

- Demonstrate effective impression management skills including resume writing skills, verbal communication skills, effective interviewing skills, and business etiquette.
- Apply management skills and knowledge in a realistic environment.
- Analyze human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
- Create human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.
- Implement human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.

**Text & References :**

1. Lynton, Rolf P. & Udai Pareek (2002): "Training for organizational Transformation," Part I, sage, New Delhi.
2. Gautam, Vinayshil (1988): "Comparative Manpower Planning Practices," National Publishing House, New Delhi.
3. Lynton, Rolf PI & Udai Pareek (1990): "Training for Development" 2nd edition, Vistaar Publication, New Delhi.
4. Dayal, Ishwar (1996): "successful Application of HRD", New Concept, New Delhi.
5. Dayal. Ishwar 91993): "Designing HRD systems", Concept, New Delhi.
6. Rao, T.V. et.al. (1998): "Alterative Approches & Strategies of Human Resource Development," Rawat, Jaipur.
7. Rao, P.Subba (2002): "Personnel and Human Resource Management," Himalaya, Mumbai.
8. Singh, N.K. & Suri, G.K. (1985): Personnel Management; Vikas Publishing House.

9. Kapur, Shashi (1999): "The Practicing Personnel Manager's Handbook", Infinity Books, New Delhi.
10. Subbaro B., Human Resource Management, Himalaya Publishing House
11. Desselar Garry, Human Resource management
12. Trapathi : PC, HRD
13. Maheshwari , B.L & sinha , dhami P: Management, of change through HRD New Delhi, Tata McGraw Hill , 1991.

**Course Title :****APPLICATION DEVELOPMENT USING ORACLE****Course Code : MBA-406-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

- To enable the students to develop applications using oracle.

**Pre-requisites:** Understanding of information technology.**Unit-I 12 Credit**

1.1 Refresher to Oracle RDBMS: Defining a data base, defining columns and keys normalising the design, minimising redundancy, organisation of data in Oracle, Oracle tools.

**Unit-II 15 Credit**

2.1 SOL & PL/SOL: SQ/PL SQL command summary - data types, operators, DML, DDL, PL/SQL, control structures - Error handling.

**Unit-III 13 Credit**

3.1 ORACLE FORMS Module: Application development using FORMS 5, organisation of FORMS painting canvas, default form Forms process, trigger and their types, bigger command syntax, exaction of forms: REPORT Module: Types of reports, formalising the report, calculated fields, group settings, modifying, Text settings, previewing a report, running a report.

**Unit-IV 15 Credit**

4.1 Oracle Utilities: Exporting and importing data base information, loading data from foreign files, backup and recovery; graphics Module: Designing graphics - integrating graphics with forms and reports. Building Applications: Business analysis entity relationship model, normalization data integrity, data base, updation, transactions, planning and designing the forms for updation and enquiry managerial reports generation.

**5.1 Contemporary case studies of Oracle 10 Credit****Student Learning Outcomes :**

On completion of this subject, students should be able to

- Implement practically the Application Development Using Oracle.

**Text & References :**

- Bayross, Ivan Commercial Application Development Using Oracle Developer 2000, BPB Publication, Delhi.
- Hipsley, Paul Developing client server application with Oracle, Developer, Sams Publishing.
- Lulushi Albert Developing Oracle Forms Application, Prentice Hall.
- Muller, Robbert J. Oracle Developer, Handbook, Oracle Press.

**Course Title :****SYSTEM ANALYSIS AND DESIGN****Course Code : MBA-406-B****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

- To enable the students to understand various aspects of system.

**Pre-requisites :** Understanding of information technology.**Unit-I 12 Credit**

1.1 **Overview of Systems Analysis and Design:** Software Applications today - the changing scenarios - Introduction to different methodologies and Structured System Analysis Problem identification - requirement analysis: tools and techniques-feasibility analysis Operational. Technical and Economic Feasibility-details of SDLC approach Business Systems Concept.

**Unit-II 15 Credit**

2.1 **Systems Development Life cycle :** Project Selection Feasibility Study Tools for Analysis and Design of Business Systems; Methodology Available: Need for Structured Techniques; Structured Techniques Available, System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionary Process Organisation and Intersections; Decision Analysis; Decision Trees and Table Expansion. Explosion and Normalization.

**Unit-III 13 Credit**

3.1 **Detailed Design :** Modulation; Module Specification: File Design: Data Base Design, System Control and controls and audio Trails: System Administration and Training: Conversion and Operation Plan.

**Unit-IV 15 Credit**

4.1 Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection. Operating System Selection; Language Processors; performance and Acceptance Testing Criteria, Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Project.

**5.1 Contemporary case studies of SAD 10 Credit****Student Learning Outcomes :**

Students should be able to know system .

**Text & References :**

- Awad, Elias M. Systems Analysis and Design, 2nd ed. New Delhi, Prentice Hall of India.
- Coad, Peter and Edward, Yourdon. Object -Oriented Analysis. 2nd ed. Englewood Cliff, New Jersey, Yourdon Press.
- Hawryskiewycz. IT. Introduction to Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India.
- Marco, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press.
- Rajaraman. V. Analysis and Design of 2w Systems, New Delhi, Prentice Hall of India.
- Van Over. David. Foundations of Business Systems. Fort Worth, Dryden Press.
- Whitten. J.I., etc. System Analysis and Design Methods, New Delhi, Gaigotia.

**Course Title :**  
**TOTAL QUALITY MANAGEMENT**

**Course Code : MBA-407-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

- To enable the students to understand various aspects of TQM.

**Pre-requisites :** Understanding of POM.

**Unit-I** **15 Credit**

1.1 **Introduction** : Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture.

1.2 **Customer Satisfaction** : Meeting Customer needs and Expectations, translating customer needs into requirements (Kano Model) using customer complaints.

**Unit-II** **12 Credit**

2.1 **Philosophy of TQM** : Philosophies of Deming, Crosby, Juran and Taguchi, PDSA Cycle, Costs of Quality, Measuring quality costs, Criteria for Malcom Balridge Quality Award.

2.2 **Pre-requisite for TQM** : Quality Orientation Leadership, Employee Involvement, Role of ISO9000 QMS, Organizing for quality.

**Unit-III** **15 Credit**

3.1 **SQC/SPC Techniques** : Control charts for variables and attributes, Acceptance sampling, Process Capability studies, Six Sigma approaches, seven tools of SQC.

**Quality Function Deployment (QFD)** : Building a house of Quality, Voice of Customers, applications of QFD.

**Quality by Design** : Production and product development tools, Taguchi methods, Design of Experiments, Orthogonal Arrays.

3.2 **Bench Marking** : Evolution, Process of benchmarking, Understanding current performance, Types of benchmarking issues Benchmarking.

Management Tools, Design review, Pokayoke, Force field analysis, FMEA, FTA, DRM and 5S Principles.

**Unit-IV** **13 Credit**

4.1 Strategic Quality Management : Principles of Quality Management, Linking with strategic quality management process, TQM Implementation, Continual improvement /Kaizen Program, quality circles, roles of BPR.

**5.1 Contemporary case studies of TQM.** **10 Credit**

**Student Learning Outcomes :**

Students should be able to understand Quality Management.

**Text & References :**

- Dale H. Besterfiled, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004), ISBN 81-297-0260-6.
- James R. Evans & William M. Lindsay, The Management and Control and Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
- Feigenbaum.A.V. "Total Quality Management" McGraw Hill, 1991.
- Oakland.J.S. "Total Quality Management Butterworth - Hcinemann Ltd., Oxford 1989.
- Narayana V. and Sreenivasan, N.S. Quality Management - Concepts and Tasks, New Age International 1996
- Zeiri. "Total Quality Management for Engineers Wood Head Publishers, 1991.

**Course Title :**  
**MATERIALS MANAGEMENT**

**Course Code : MBA-407-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

- To enable the students to understand various aspects material management.

**Pre-requisites :** Understanding of POM

**Unit-I** **12 Credit**

**1.1 Purchasing Process :** Purchasing Objectives and process. Types of Purchases. Types of Purchasing Strategies. In sourcing and outsourcing : Outsourcing decision process, Total cost analysis, Outsourcing Alternatives. Supplier evaluation selection and measurement : Identification of supplier sources, Methods of supplier selection, Methods of supplier evaluation, Supplier quality management, Supplier evaluation systems: ISO:9000. World wide sourcing: Overview of world wide sourcing, International sourcing process.

**Unit-II** **15 Credit**

**2.1 Basic Inventory Systems :** Functions and types of Inventories, Measures of Inventory performance, Inventory Systems. Distribution Inventory Management: Multi Location Systems, Centralization of Inventories, Safety Stocks, Distribution Inventory System.

**Unit-III** **13 Credit**

**3.1 Aggregate Planning :** The nature of the Aggregate Planning decisions, Aggregate Planning Defined. The value of Decision Rules. Costs, Aggregate planning Strategies, Aggregate Planning Methods.

**3.2 Capacity Planning and Control :** Long Range Capacity,

Medium Range Capacity Planning and Control, Short Term Capacity Planning and Control.

**Unit-IV** **15 Credit**

**4.1 High Volume Production Activity Control and Just-in-Time Systems :** The Production Environment, Controlling Continuous Production, Sequencing and line Balancing Methodologies, Relationship to Aggregate Planning, Batch Processing Techniques, Process Industry Scheduling, Just-in-Time. 15

**5.1 Contemporary case studies of material management.**  
**10 Credit**

**Student Learning Outcomes :**

On completion of this subject, students should be able to understand

**Text & References :**

- Materials Management - P Gopalakrishnan - PHI, 2002
- Purchasing and Materials Management - Leenders Fearon - Universal Book Stall
- Purchasing and Inventory Control - K S Menon - Wheeler Publishers
- Materials Management - Verma M M - Sultan Chancd and Sons
- Integrated materials management - A.K. Datta-PHI
- Purchasing and Supply Management - Burt D.N.-TMI,7/e, 2004

**Course Title :**  
**SPACE & BRAND MANAGEMENT**

**Course Code : MBA-408-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

- To enable the students to understand the meaning and need of space and brand management

**Pre-requisites :** Understanding of management.

**Unit-I 12 Credit**

1.1 **Shelving and Space usage in Retailing** : Retail Shelf Management Models - Floor Arrangement & Management - Visual Merchandising, Store Layout, Design and Managing Store.

**Unit-II 15 Credit**

2.1 **The Product and Brand Personality** : Brand Image, Brand Identity, Branding in different Sectors - Customer, Industrial, Retail and Service Brands.

**Unit-III 13 Credit**

3.1 **Brand Equity** - Brand and Consumers.

**Unit-IV 15 Credit**

4.1 **Selection of Brand Strategy** - Brand Valuation.

**5.1 Contemporary case studies of global trade 10 Credit**

**Student Learning Outcomes:**

Students should be able to

- Understand the nature and procedure of global trade

**Text & References:**

- Levy and Weitz "Retailing Management" 6th Ed., McGraw Hill Irwin Publishing Company.
- Evan Anderson "An analysis of Retail Display & Space; Theory

& Methods", Journal of Business Vol 52, 1979. pp -118.

- Borin, Norm & Farris, Paul, "A Sensitivity Analysis of Retailer Shelf Management Models, "Journal of Retailing, Vol 71, 1995. pp. 153-171.
- Harsh V. Verma "Brand Management" Excel Books, New Delhi, 1991.
- David A Acker "Managing Brand Equity", Free Press, New York, 1991.
- Don Cowley "Understanding Brands", Kogan Page, London, 1991.

**Course Title :**  
**E-COMMERCE & E-RETAILING**

**Course Code : MBA-408-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

- To enable the students to understand the meaning and need of E-Retailing.
- Make the students understand the contemporary practices of E-Commerce

**Pre-requisites :** Understanding of information technology.

**Unit-I** **12 Credit**

1.1 **E-Commerce and its Technological Aspects.** : Overview of developments in information Technology and Defining E-Commerce: The scope of E Commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and Limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E-Commerce Architecture.

**Unit-II** **15 Credit**

2.1 **Consumer Oriented E-Commerce** : E-Retailing: Traditional retailing and e retailing, Benefits of e- retailing, Key success factors, Models of e retailing, Features of e-retailing.

2.2 **E-Services** : Categories of e-services, Web-enabled services, matchmaking services, Information - selling on the web, e entertainment, Auctions and other specialized services.

**Unit-III** **13 Credit**

3.1 **Digital economy** : Identify the methods of payments of the net - Electronic Cash, E-Cheques and credit cards on the Internet.

3.2 **Electronic Payment Systems** : Need of Electronic Payment System : Study and examine the use of Electronic Payment

system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment .

**Unit-IV** **15 Credit**

4.1 **Security and Issues in E-Commerce** : Threats in Computer Systems: Virus, Cyber Crime Network Security: encryption, Protecting Web Server with a Firewall, Firewall and the Security Policy, Proxy Server. Ethical, Social and Political issues in E-Commerce: Privacy and Information Rights: Information collected at E-Commerce Websites, The Concept of Privacy, Legal Protections, Types of Intellectual Property protection.

**5.1 Contemporary case studies of E Commerce** **10 Credit**

**Student Learning Outcomes:**

On completion of this subject, students should be able to

- Understand the nature and procedure of E Commerce
- Implement practically the policies of E Commerce

**Text & References :**

1. Kalakota & Whinston "Frontiers of Electronic Commerce" Addison-Westley, Pearson Education.
2. Joseph S.J. : E-Commerce : An Indian Perspective'
3. C.S.R. Prabhu "E-Commerce concepts and case studies"
4. Rust & Kannan "E-service: New Directions in Theory & Practce".
5. Judy Strauss, Adel El-Ansary & Reymond Frost "E-Marketing" 3rd Ed.

**Course Title :****INTERNATIONAL BUSINESS ENVIRONMENT****Course Code : MBA-409-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to

- Understand the meaning of international business environment.
- Make the students understand the contemporary issues of international business environment..
- Discuss and apply emerging practices in the international business environment.
- To develop analytical abilities and exploit gainful business.

**Pre-requisites :** Understanding of international business environment and how to use it practically.**Unit-I 12 Credit**

- 1.1 International political environment, types of political systems, political risks and its management.
- 1.2 International legal environment, systems of law, International dispute resolution, Areas of concerns for MNCs in legal environment.

**Unit-II 15 Credit**

- 2.1 International Technological environment, types of technology, Technology cycle, Impact of technology, technology transfer process.
- 2.2 International economic environment, income wise classification of countries, countries classified by economic system, economies in transition.

**Unit-III 16 Credit**

- 3.1 International investment, significance, types of foreign investment- FDI and Portfolio Investment factors affecting international investment
- 3.2 International Monetary System and Foreign exchange market.
- 3.3 Currency exchange risks and their management.

**Unit-IV 08 Credit**

- 4.1 Eurocurrency market and Sovereign wealth market.
  - 4.2 International Human Resource Management, factors affecting International HRM, Staffing policy determinants.
- 5. Contemporary case studies of International Business environment 08 Credit**

**Student Learning Outcomes:**

On completion of this subject, students should be able to

- Understand the nature of international business environment
- Understand the process of international investment.
- Develop a coherent and successful strategy to strive successfully in the international business.

**Text & References:**

1. KAswathappa, International Business, Mc Graw Hill
2. International Business, P Subba Rao, Himalaya Publishing House.
3. International Business, Francis Cherunilam , Himalaya Publishing House.
4. Subhash C Jain: International Marketing Management, CBS.

**Course Title :**  
**GLOBAL TRADE :**  
**PROCEDURES & DOCUMENTATION**

**Course Code : MBA-409-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to

- Understand the meaning and need of global trade.
- Make the students understand the contemporary practices of global trade.
- High light professional challenges that manager face in global procedures and documentation process.
- Discuss and apply emerging practices in the global trade.
- Identify various techniques and procedures of global trading and using it in appropriate contexts.
- To develop analytical abilities and exploit gainful business.

**Pre-requisites :** Understanding of global trade its procedure and how to use it practically.

**Unit-I** **16 Credit**

- 1.1 General Excise Clearances, Custom Clearance.
- 1.2 Role of Clearing & Forwarding Agents, Shipment of Export Cargo.
- 1.3 Export Credit, Export Credit Guarantee and Policies, Forward Exchange Cover, Finance for Export on Deferred Payment Terms.

**Unit-II** **12 Credit**

- 2.1 **Import Procedure** : legal dimensions of import procedure, Custom Clearance of Import Cargo, Warehousing of imported goods.

- 2.2 Export documentation and Import Documentation.

**Unit-III** **12 Credit**

- 3.1 Foreign Exchange and exchange control, Export Documentation, Quality Control and Pre-Shipment Inspection, GSP Certificate of Origin, Shipper & ship Owner Consultation Agreement, Processing an Export Order- export procedure
- 3.2 Labeling, Packaging and marking of export consignments.
- 3.3 Export by Post-Parcel, Export by Air.

**Unit-IV** **12 Credit**

- 4.1 International Sales Contracts, written vs constructed contracts, elements of export contract.
- 4.2 Cargo Insurance, need of cargo insurance, principals of cargo insurance, nature of risks to cargo, types of policies, cargo risk coverage.

**5.1 Contemporary case studies of global trade** **08 Credit**

**Student Learning Outcomes :**

- Understand the nature and procedure of global trade
- Understand the documentation process of global trade
- Implement practically the policies of global trade
- Develop a coherent and successful strategy to do global trading.

**Text & References :**

1. **T.A.S. Balagopal** : Export Management, Himalaya Publishing House, Bombay.
2. **B. Bhattacharya** : Export Marketing.
3. **A.C. Mittal** : Export Management in India, Omsons Publications, Delhi.
4. **Walker** : Export Practice and Documentation.
5. **Agrawal P.M.** : India's Export Strategy.
6. **P.K. Srivastava** : International Marketing (Hindi), Rajasthan Hindi Granth Academy, Jaipur
7. **Dr. Ram Singh** : International Trade Operations, Excel Books.

**Course Title :****FINANCIAL MANAGEMENT FOR AGRI BUSINESS****Course Code : MBA-410-A****Credit Unit : 4****Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to

- Understand the meaning and need of financial management for agriculture business.

**Unit-I 13 Credit**

- 1.1 Interface of financial management with other functional areas; preparation of financial statements- balance sheet, income statement, funds flow statement, cash flow statement, financial statement analysis- ratio analysis, time series analysis common size analysis, du-Pont-analysis, difficulties associated financial statement analysis,

**Unit-II 13 Credit**

- 2.1 **leverage-concept** of leverage, operating leverage, financial total leverage, financial leverage and risk, relationship between risk and return., profit analysis, monitoring costs and sales through variance analysis, financial forecasting -sale forecast, preparations of Proforma balance sheet and income statement, growth and external funds requirements.

**Unit-III 13 Credit**

- 3.1 **Capital Structure** - introduction, factors affecting capital structure, features of an optimal capital structure, capital structure theories; sources of long term finance capital-equity capital and preference capital, debenture, term loans and deferred credit and hire purchase. Working capital, determinants of the size of working capital the composition of working capital; managing working capital conservative vs

aggressive policies, static vs dynamic view of working capital, operating cycle, approach to working capital, inventory management, receivable management and cash management and cash management, dividend decision, financing of working capital-accruals, trade credit, provisions, short term bank finance, public deposits, commercial paper, factoring, regulation of bank credit.

**Unit-IV 13 Credit**

- 2.1 **Capital expenditure decisions** - process of capital budgeting, basic principles in estimating costs and benefits of investments, appraisal criteria -pay back period, average rate of return; net present value, benefit cost ratio, internal rate of return, annual capital charge.

- 2.2 **Agri-business financing system in India** - (a) Financial markets, money and capital markets (b) regional and all India financial institutions: commercial banks, regional rural banks, NABARD, AFC, Cooperatives' (NCDC and other institutes) Agro-Industries (Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs, (c) investment institution: LIC,GIC, un, mutual funds commercial bank, non banking financial companies.

- 5.1 **Contemporary case studies of financial management for agriculture business.** **08 Credit**

**Course Title :**  
**FOOD PROCESS MANAGEMENT**

**Course Code : MBA-410-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to understand the meaning and need of Food Process management for agriculture business.

**Unit-I** **15 Credit**

1.1 Present status of food industry in India; organisational structure of agro industry; major dimensions of agro based industries; risk management; unit operations of food industry; deteriorative factors and their control; laws and regulation related to food industry; quality management in food industry-quality standards and ISO

**Unit-II** **15 Credit**

2.1 Principles of food preservation and processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation; processing of dairy products; cereals milling; pulse milling; oil seeds crushing; processing of fruits and vegetable; confectionery; tea and coffee processing; food additive and toxicology.

**Unit-III** **15 Credit**

3.1 protection of food during storage, and transportation; packaging distribution of food products; case studies on project formulation-dairy products, oil industry, fruit and vegetables processing, milling-pulse, cereals etc.

**Unit-IV** **15 Credit**

4.1 Present status of fruit industry in India and emerging scenario;

major fruit growing zones, management of fruit production technology for domestic and global market; post harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives domestic and global trade.

**5.1 Contemporary case studies of food process business.**

**10 Credit**

**Course Title :**  
**GOVERNMENT & BUSINESS**

**Course Code : MBA-411-A**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to understand basic issues of government-business relations. This course will also help participants to understand the policy formulation process and function of government agencies at different levels.

**Unit-I 12 Credit**

1.1 Government's Role in influencing Business; Interaction Between Government & Business;

**Unit-II 15 Credit**

2.1 Policy Formulation at different levels of Government; Different Roles of Government; Governments' Regulatory Influence on Business;

**Unit-III 13 Credit**

3.1 De-Regulation and Privatization; Post liberalisation Phase;

**Unit-IV 15 Credit**

4.1 The Role of Industry-Associations & Other Agencies in Influencing Government Policies, Government agencies and their roles which SMEs deal with regularly

**5.1 Contemporary case studies of government and business.**

**10 Credit**

**Course Learning Outcomes :**

At the end of the course, the students would be able to:

- Explain the philosophical foundation of the Indian Constitution and Implications for the function of the business.
- Analyse functioning of government agencies at different levels.
- Develop and understanding of government-business relationship.

**Course Title :**  
**COMPETITIVE STRATEGY AND MANAGEMENT OF FAMILY BUSINESS PORTFOLIO (CS & MFBP)**

**Course Code : MBA-411-B**

**Credit Unit : 4**

**Level - PG**

L	T	P/S	Total Credit Unit	Max Marks.
3	1	0	4	100

**Course Objectives :**

To enable the students to

- To focus on the competitive strategy of the firm.
- To examine issues central to its long and short term competitive position
- To understand the development of firm-specific capabilities, including the role of knowledge that contributes to a firm's competitive advantage
- To focus on industry analysis and competitive advantage as it derives from the firm's strategic investments "
- To find out how strategy differs in global contexts, the role of mergers and acquisitions and the logic of resource allocation in the diversified firm to enhance competitive advantage in each market

**Unit-I 12 Credit**

1.1 **Analysis of the Environment "** Industries and the Life Cycle " Extending the Five Forces Framework " The Contribution of Game Theory " Competitors Analysis " Segmentation Analysis " Strategic Groups

1.2 Identifying and Analyzing Significant Family Business Competitive Advantage " Loyalty " Legacy " Access to Labour " Access to Capital " Key Employees " Patience " Values " Community and Philanthropy 12

**Unit-II 15 Credit**

2.1 Strategies for Competitive Advantage " Generic Strategies " The Value Chain " Cost Leadership " Differentiation " Focus "

The Dangers of Hybrid Strategies

- 2.2 Vertical Links and Moves " Defining Vertical Relations " Trends in Vertical Relations " What Vertical Integration is Not? " The Costs of Markets 15

**Unit-III 13 Credit**

- 1.1 Horizontal Links and Moves " The Diversification Game " Why Diversify? " Forms of Diversification
- 1.2 Making the Moves " Adding Value from Combination " Mergers and Acquisitions.

**Unit-IV 15 Credit**

- 4.1 International Strategy " Global Diversification Strategy " The Question of International Competitiveness " Porter's Diamond Framework " Using the Diamond Framework " Framing Company Strategy " Competing in International Markets " Competing Abroad: The Principles " Globalisation Vs. Localisation.

**5.1 Contemporary case studies of government and business. 10 Credit**

**Text-Books**

1. Grant, R. M. (Latest Edition), Contemporary strategy analysis: Text and cases, Edison, NJ: Wiley.
2. Danny Miller, Isabelle Le Breton-Miller, (Latest Edition), Managing For The Long Run: Lessons In Competitive Advantage From Great Family Businesses, Harvard Business Review Press.
3. Michael E. Porter, (Latest Edition), Competitive Strategy: Techniques for Analyzing Industries and Competitors, Free Press.

**Reference-Books**

1. Contractor, Farok J., (Latest Edition), Cooperative Strategies in International Business: Joint Ventures and Technology Partnerships between Firms, Amsterdam: Pergamon.
2. Liebowitz, Jay, (Latest Edition), Strategic Intelligence: Business Intelligence, Competitive Intelligence, and Knowledge Management, Auerbach Publications.